



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

**Date:** Tuesday, February 10, 2026  
**Time:** 7 p.m.  
**Location:** Council Chambers, Aurora Town Hall

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

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<b>1. Call to Order</b>	
Note: Added items are marked with an asterisk (*).	
<b>2. Land Acknowledgement</b>	
<b>3. Approval of the Agenda</b>	
<b>4. Declarations of Pecuniary Interest and General Nature Thereof</b>	
<b>5. Community Presentations</b>	
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**7.1 Parks and Recreation Advisory Committee Meeting Minutes of January 15, 2026**

1. That the Parks and Recreation Advisory Committee Meeting Minutes of January 15, 2026, be received for information.

**7.2 Mayor's Golf Classic Funds Committee Meeting Minutes of January 28, 2026**

15

1. That the Mayor's Golf Classic Funds Committee Meeting Minutes of January 28, 2026, be received for information.

**\*7.3 Active Transportation and Traffic Safety Advisory Committee Meeting Minutes of January 28, 2026**

19

1. That the Active Transportation and Traffic Safety Advisory Committee Meeting Minutes of January 28, 2026, be received for information.

**8. Consent Agenda**

**8.1 Memorandum from Councillor Thompson; Re: Lake Simcoe Region Conservation Authority Board Meeting Highlights of January 23, 2026**

24

1. That the memorandum regarding Lake Simcoe Region Conservation Authority Board Meeting Highlights of January 23, 2026, be received for information.

**\*8.2 Correspondence from Toronto and Region Conservation Authority; Re: Minimizing Salt Pollution in our Watersheds with Limited Liability Legislation**

28

(Correspondence included on agenda as per request of Member of Council)

1. That the Correspondence from Toronto and Region Conservation Authority, regarding Minimizing Salt Pollution in our Watersheds with Limited Liability Legislation be received for information.

**9. Community Services Committee Agenda**

**9.1 CMS26-003 - Community Reflection Space Concept Plan**

61

(Presentation to be provided by Adam Nordfors, Landscape Architecture, FOTENN)

1. That Report No. CMS26-003 be received; and



2. That the design for the Community Reflection Space be approved.

**9.2 CMS26-002 - Victoria Hall Refurbishment Funding Increase**

91

1. That Report No. CMS26-002 be received; and
2. That capital project number AM0259 - Victoria Hall Refurbishment budget authority be increased by \$1,682,000 to a total of \$2,182,000; and
3. That this project's total revised budget authority of \$2,182,000 be funded by \$500,000 and \$1,682,000 from the Facility Asset Management and Growth & New reserves, respectively; and
4. That Council delegate authority to the Department Head, in accordance with the Procurement By-law, to approve a Non-Standard Procurement for consulting services greater than \$250,000, if required.

**10. Corporate Services Committee Agenda**

**10.1 CS26-003 - Diversity, Equity and Inclusion Strategic Plan Status Report**

98

1. That Report No. CS26-003 be received for information.

**10.2 CS26-005 - Third Party Consultant Contractual Release**

104

1. That Report No. CS26-005 be received; and
2. That staff implement the framework to release third-party consulting reports, studies or analyses as set out in this report.

**11. Finance and Information Technology Committee Agenda**

**11.1 FIN26-004 - 2026 Investment Policy Review**

120

1. That Report No. FIN26-004 be received; and
2. That Council approve the updated Investment Policy Statement.

**11.2 FIN26-006 - Procurement Amendments Report and Bylaw**

151

1. That Report No. FIN26-006 be received; and
2. That the necessary by-law to replace Appendix "A" of the Town's Procurement By-law No. 6404-22, as amended, with an updated policy reflecting the amendments outlined in this report be enacted at a future Council meeting.

- 12. Administration Committee Agenda
- 13. Operational Services Committee Agenda
- 14. Planning and Development Services Committee Agenda
  - 14.1 PDS26-009 - Traffic Calming Requests on Limeridge Street and Gateway Drive - Update 207
    - 1. That Report No. PDS26-009 be received for information.
  - 14.2 PDS26-010 - Heritage Grant Application HGP-2025-01 – 220 Old Yonge Street 219
    - 1. That Report No. PDS26-010 be received; and
    - 2. That Heritage Grant Application HGP-2025-01 for 220 Old Yonge Street be approved with grant funding of \$10,000.
  - 14.3 PDS26-011 - Heritage Grant Application HGP-2025-02 – 57 Fleury Street 228
    - 1. That Report No. PDS26-011 be received; and
    - 2. That Heritage Grant Application HGP-2025-02 for 57 Fleury Street be approved with grant funding of \$5,000.
- 15. Member Motions
  - 15.1 Councillor Weese; Re: Reduction of Commercial Stormwater Charges for St. Andrews Shopping Centre 242
- 16. Regional Report
- 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 \* ?

2026-2-10



## Subject \*

2026 Nature's Emporium Run for Southlake

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

Melanie Osmond, Southlake Health Foundation

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

The Southlake Health Foundation would like to announce our 2026 Nature's Emporium Run for Southlake and encourage the participation of the town in our Run, particularly to compete in the Mayor's Challenge and Community Spirit Awards against the other cities and towns within the area.

## 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

## 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.](#)

Community Presentations-Young-2026 Nature's Emporium Run for Southlake



The Nature's  
Emporium  
Run For  
Southlake  
April 26, 2026

Nature's  
EMPORIUM RUN FOR  
SOUTHLAKE  
WALK. RUN. RAISE.



# Key Details

**Sunday, April 26, 2026**

5KM Run or Walk fundraising event in support of Southlake Health

Exclusive route on Davis Dr, running right by the hospital.

Raise \$100 to be added to our wall of fame and earn your event shirt.



## Why Fundraise

Funds raised through participant/team pledges help to support the most urgent needs for patient care at Southlake Health.

Fundraising for the Nature's Emporium *Run for Southlake* helps to put the right tools in the hands of our clinical experts so when you or loved one need care, they are ready.

Fundraising also supports new or renovated spaces in the hospital to deliver exceptional care and spaces where our patients can heal.

By participating and fundraising, our community is able to show their gratitude to the dedicated clinicians and hospital staff of Southlake Health.



**“For the incredible care my mother received during knee surgery”**

**“For my dad’s compassionate cancer treatment and follow-up care.”**

**“For the amazing team that delivered my son into the world!”**

# Fundraising Challenges

**Mayor's Challenge:** Friendly fundraising competition to see which Mayor's team can raise the most in support of OUR hospital!



In 2025,  
Team Aurora  
Raised \$19,140 of  
the \$79,900 raised  
by the Mayor's  
Challenge



**Community Spirit Award:** This award goes to the municipality that has the largest participant base, per capita.

## #NATURESEMPORIUMRUNFORSOUTHLAKE

Registration is already open! We look forward to seeing your team and the community in April.

**[Runforsouthlake.ca](http://Runforsouthlake.ca)**

**[Runforsouthlake@Southlake.ca](mailto:Runforsouthlake@Southlake.ca)**







# The Nature's Emporium *Run For* *Southlake* April 26, 2026

  
Nature's  
EMPORIUM RUN FOR  
SOUTHLAKE  
WALK.RUN.RAISE.

# 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 \* ?**

2026-2-10



**Subject \***

Comments on agenda items 9.2, 10.2, 11.1 and 11.2

**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 input regarding agenda items 9.2, 10.2, 11.1 and 11.2

**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

**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 \* ?**

2026-2-10



**Subject \***

COW Item 9.2- Victoria Hall Refurbishment

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

Rocco Morsillo

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

Speak to report CMS25-002

**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

**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 \* ?**

2026-2-10



**Subject \***

Victoria Hall

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

David Heard

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

Why Heritage Advisory Committee has not been included as it is designated.

Expression of interest / Delegations and ongoing discussions with staff seem to have been ignored.

**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**

Adam Robb Marco Rmmuno Mayor Clr Weese  
Clr. Robin McDougall CAO

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

2025-10-1



**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 \* ?**

2026-2-10



**Subject \***

Committee of the Whole Meeting 2/10/2026 - Item # CMS26-002 - Victoria Hall renovation

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

Steve Fleck

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

Questions about Victoria Hall Renovation

**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 Weese

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

2026-2-9



**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  
Parks and Recreation Advisory Committee  
Meeting Minutes**

**Date:** Thursday, January 15, 2026  
**Time:** 7 p.m.  
**Location:** Video Conference

**Committee Members:** Councillor Michael Thompson (Chair)  
 Bo Brkic  
 Lindsay Carvalho  
 Irene Clement  
 Michelle Dakin (Vice Chair)  
 Jessie Fraser  
 Steve Hall  
 Charles Legge  
 Shannon Ippolito

**Members Absent:** Sean Noble

**Other Attendees:** Sara Tienkamp, Director, Operational Services  
 Lisa Warth, Manager, Recreation  
 Linda Bottos, Council/Committee Coordinator

**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

Parks and Recreation Advisory Committee Meeting Minutes  
January 15, 2026

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

**3. Approval of the Agenda**

**Moved by** Lindsay Carvalho

**Seconded by** Michelle Dakin

That the agenda as circulated by Legislative Services be approved.

**Carried**

**4. Declarations of Pecuniary Interest and General Nature Thereof**

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

**5. Receipt of the Minutes**

**5.1 Parks and Recreation Advisory Committee Meeting Minutes of November 20, 2025**

**Moved by** Bo Brkic

**Seconded by** Irene Clement

1. That the Parks and Recreation Advisory Committee meeting minutes of November 20, 2025, be received for information.

**Carried**

**6. Delegations**

None.

**7. Matters for Consideration**

**7.1 Memorandum from Manager, Parks and Fleet; Re: The Protection and Commemoration of Aurora's Oldest Trees that Hold Natural and Cultural Significance**

Staff provided background and an overview of the memorandum and draft End-of-Life Tree Management Guide. The Committee and staff discussed

Parks and Recreation Advisory Committee Meeting Minutes  
January 15, 2026

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various aspects including related provincial policies and criteria, which do not include the end-of-life aspect; the scope and number of heritage trees; the program's initial focus on municipal trees; expansion and maintenance of the Town's urban canopy, and associated funding; consideration of Indigenous practices or traditions that could be incorporated within the framework; and the potential strategy and process for expanding the program to include the participation of privately-owned trees.

The Committee expressed support for the framework of the draft End-of-Life Tree Management Guide.

**Moved by** Irene Clement

**Seconded by** Charles Legge

1. That the memorandum regarding The Protection and Commemoration of Aurora's Oldest Trees that Hold Natural and Cultural Significance be received; and
2. That the Parks and Recreation Advisory Committee comments regarding The Protection and Commemoration of Aurora's Oldest Trees that Hold Natural and Cultural Significance be received and referred to staff for consideration and further action as appropriate.

**Carried**

**8. Informational Items**

None.

**9. New Business**

None.

**10. Adjournment**

**Moved by** Charles Legge

**Seconded by** Lindsay Carvalho

That the meeting be adjourned at 7:15 p.m.

**Carried**





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

**Date:** Wednesday, January 28, 2026  
**Time:** 10 a.m.  
**Location:** Video Conference

**Committee Members:** Angela Covert (Chair)  
Elliott Elia  
Robert Gaby  
Manuel Veloso (Vice Chair) (arrived 10:25 a.m.)  
Ping Zhang

**Other Attendees:** Jason Gaertner, Manager, Financial Management  
Patricia De Sario, Deputy Clerk  
Linda Bottos, Council/Committee Coordinator

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**1. Call to Order**

The Chair called the meeting to order at 10:03 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.

Mayor's Golf Classic Funds Committee Meeting Minutes  
January 28, 2026

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**3. Approval of the Agenda**

**Moved by** Ping Zhang

**Seconded by** Robert Gaby

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 Mayor's Golf Classic Funds Committee Meeting Minutes of September 24, 2025**

**Moved by** Robert Gaby

**Seconded by** Ping Zhang

1. That the Mayor's Golf Classic Funds Committee meeting minutes of September 24, 2025, be received for information.

**Carried**

**6. Delegations**

None.

**7. Matters for Consideration**

**7.1 Application from Huayun (Aurora) Multicultural Association; Re: Funding for Seniors Activities Space Rental Fees**

**Moved by** Ping Zhang

**Seconded by** Robert Gaby

1. That the Application from Huayun (Aurora) Multicultural Association; Re: Funding for Seniors Activities Space Rental Fees be deferred to a future meeting with an updated application.

**Carried**

**7.2 Application from Canadian Mental Health Association, York Region Branch;  
Re: Funding for Lead the Way Campaign in support of York Region Mental  
Healthy Community Care Centre**

**Moved by Robert Gaby**

**Seconded by Ping Zhang**

1. That the Application from Canadian Mental Health Association, York Region Branch; Re: Funding for Lead the Way Campaign in support of York Region Mental Healthy Community Care Centre be received; and
2. That the Committee grant the funding request in the amount of \$5,000.00.

**Carried**

**7.3 Application from A WWB Production, Inc.; Re: Funding for Silver Stars -  
Female Leadership and Youth Empowerment Initiative**

**Moved by Robert Gaby**

**Seconded by Ping Zhang**

1. That the Application from A WWB Production, Inc.; Re: Funding for Silver Stars - Female Leadership and Youth Empowerment Initiative be received; and
2. That the Committee grant the funding request in the amount of \$5,000.00.

**Carried**

**8. Informational Items**

None.

**9. New Business**

None.

Mayor's Golf Classic Funds Committee Meeting Minutes  
January 28, 2026

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**10. Adjournment**

**Moved by** Ping Zhang

**Seconded by** Robert Gaby

That the meeting be adjourned at 11:01 a.m.

**Carried**



**Town of Aurora  
Active Transportation and Traffic Safety Advisory Committee  
Meeting Minutes**

**Date:** Wednesday, January 28, 2026  
**Time:** 7 p.m.  
**Location:** Holland Room, Aurora Town Hall

**Committee Members:** Councillor Wendy Gaertner (Chair)  
 Steve Fleck  
 Owen Heritage (Vice Chair)  
 Lil Kim  
 John David McLaughlin  
 Heidi Schellhorn

**Members Absent:** Gino Martino

**Other Attendees:** Matthew Volpintesta, Manager, Parks and Fleet\*  
 Gary Greidanus, Senior Landscape Architect  
 Michael Bat, Traffic and Transportation Analyst  
 Michael Ha, Traffic and Transportation Analyst  
 Patricia De Sario, Director, Corporate Services/Town Solicitor,  
 Deputy 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

Active Transportation and Traffic Safety Advisory Committee Meeting Minutes  
January 28, 2026

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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** Owen Heritage

**Seconded by** Lil 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 Active Transportation and Traffic Safety Advisory Committee Meeting Minutes of November 26, 2025**

**Moved by** Owen Heritage

**Seconded by** Steve Fleck

1. That the Active Transportation and Traffic Safety Advisory Committee meeting minutes of November 26, 2025, be received for information.

**Carried**

**6. Delegations**

**6.1 Irina Sfranciog, Resident; Re: Item 7.2 - Traffic Calming Requests on Limeridge Street and Gateway Drive Update**

Irina Sfranciog, on behalf of neighbours and with the assistance of a presentation, expressed concern regarding speeding vehicles and resident safety on Limeridge Street, due in part to the street containing no sidewalks. Further information was provided regarding overgrown

Active Transportation and Traffic Safety Advisory Committee Meeting Minutes  
January 28, 2026

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vegetation on the west side of the north curve affecting sightline visibility. The delegate asked that the Committee consider the installation of seasonal bollards in three locations on Limeridge Street to reduce speeding.

**Moved by** Owen Heritage

**Seconded by** Heidi Schellhorn

That the comments of the delegation be received and referred to Item 7.2.

**Carried**

## 7. Matters for Consideration

### 7.1 Memorandum from Senior Landscape Architect; Re: Town Trails Update

Staff provided an extensive overview of the Trails Master Plan from its inception prior to 2011 and outlined plans to connect existing trails to the Multi-Use Path, to collaborate with developers to design and build connecting trails within new developments, and to implement wayfinding and interpretive trail signage.

The Committee suggested the installation of solar lighting in trail areas adjacent to schools and the incorporation of local Indigenous culture and heritage on trail signage. Additionally, the Committee expressed interest in remaining informed on collaborative opportunities to extend existing trails into neighbouring municipalities and recognized the potential of promoting Aurora's vast trail system through tourism.

**Moved by** John David McLaughlin

**Seconded by** Owen Heritage

1. That the memorandum and presentation regarding Town Trails Update be received; and
2. That the Active Transportation and Traffic Safety Advisory Committee comments regarding Town Trails Update be received and referred to staff for consideration and further action as appropriate.

**Carried**

### 7.2 Memorandum from Transportation and Traffic Analyst; Re: Traffic Calming Requests on Limeridge Street and Gateway Drive Update

(The Limeridge Street portion of Item 7.2 was discussed prior to Item 7.1)

**Limeridge Street:**

Staff provided the results of recent traffic data studies undertaken and reported that rights of way allow for potential installation of a sidewalk along Limeridge Street. Staff advised that due to minimum setback requirements, installation of speed cushions is limited to one on the west north-south section of Limeridge Street. Staff also noted that the implementation of flexible signs are not feasible due to geometrical constraints and existing spacing between driveways, and advised that due to minimum setback and distance requirements, installation of speed cushions is limited to one on the west north-south section of Limeridge Street.

The Committee encouraged residents to contact York Regional Police for enforcement, engagement and education support in the neighbourhood, and to utilize the Road Watch program to report safety concerns. The Committee suggested the installation of speed display boards, and management of overgrown boulevard vegetation to ensure sightlines are maintained. Additionally, the Committee noted that the implementation of a pilot program to reduce speed limits to 30 km/h on Limeridge Street can be considered, however the pilot program should not be implemented concurrently with the installation of one speed cushion on the west branch of Limeridge Street.

**Gateway Drive:**

Staff noted that the study area for Gateway Drive is between Pedersen Drive and Birkshire Drive/Earl Stewart Drive, and a formal petition has not been provided for the remaining section of Gateway Drive.

The Committee advised that traffic calming measures should be considered on the entire length of Gateway Drive, and to defer any traffic calming implementation until a petition is submitted for the remaining portion of Gateway Drive between St. John's Sideroad and Pedersen Drive. The Committee further advised that a visual roadway-narrowing feature through the addition of a second painted bike lane line can improve safety for cyclists.



Active Transportation and Traffic Safety Advisory Committee Meeting Minutes  
January 28, 2026

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**Moved by** Lil Kim

**Seconded by** Owen Heritage

1. That the memorandum regarding Traffic Calming Requests on Limeridge Street and Gateway Drive Update be received; and
2. That the Active Transportation and Traffic Safety Advisory Committee comments regarding Traffic Calming Requests on Limeridge Street and Gateway Drive Update be received and referred to staff for consideration and further action as appropriate.

**Carried**

**8. Informational Items**

None.

**9. New Business**

The Committee inquired about the possibility of initiating snow-removal along the paved pathway connecting John West Way at the Seniors Centre to the Aurora Family Leisure Complex.

The Committee extended thanks to Operations staff for their sidewalk snow-clearing efforts.

**10. Adjournment**

**Moved by** Lil Kim

**Seconded by** Heidi Schellhorn

That the meeting be adjourned at 9:07 p.m.

**Carried**



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

Town of Aurora

## Memorandum

Councillor Thompson

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**Re:** Lake Simcoe Region Conservation Authority Board Meeting Highlights of January 23, 2026

**To:** Mayor and Members of Council

**From:** Councillor Michael Thompson

**Date:** February 10, 2026

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### Recommendation

1. That the memorandum regarding Lake Simcoe Region Conservation Authority Board Meeting Highlights of January 23, 2026, be received for information.

### Attachments

1. Lake Simcoe Region Conservation Authority Board Meeting Highlights of January 23, 2026



## Attachment 1

# Board Meeting Highlights

## 75<sup>th</sup> Annual General Meeting

January 23, 2026

### Welcome and Greetings:

Chair Riepma welcomed everyone to the 75<sup>th</sup> Annual General meeting of the Lake Simcoe Region Conservation Authority and acknowledged the Lake Simcoe watershed as traditional Indigenous territory. He acknowledged the tremendous work of staff and thanked Board members for their steady support throughout the year.

### 2025 Year-end Presentations:

#### a) 2025 Year in Review

Chief Administrative Officer, Rob Baldwin, congratulated staff on their many impressive accomplishments of 2025 and shared a video that captures these highlights and accomplishments. To view the video, please click this link: [2025 Year in Review](#)

These highlights and accomplishments are also captured in the [2025 Infographics](#)

### Conclusion of 2025 Business:

Chair Riepma concluded the Year 2025 business and deemed the Chair vacant.

### 2026 Business:

The 2026 Business portion of the meeting was called to order by CAO Rob Baldwin, who served as Chair Pro Temp during the election of the Chair and Vice Chair for 2026.

### Election of Officers for 2026:

Town of Bradford West Gwillimbury Councillor Peter Ferragine was elected to the position of Chair for 2026, and City of Barrie Councillor Clare Riepma was elected to the position of Vice Chair for 2026.

The media release that followed the meeting can be found through this link: [New Chair and Vice Chair elected at the Annual General Meeting](#)

### Year 2026 Presentations

#### a) 2026 Capital and Operating Budget

General Manager, Corporate and Financial Services/CFO, Mark Critch, provided an update on the 2026 Proposed Capital and Operating Budget, noting that in December 2025, Board members



approved the 2026 proposed Capital and Operating Budget for circulation to all participating and specified municipalities. The proposed budget was then circulated to all participating and specified municipalities and was posted on the Conservation Authority's website for the legislatively required 30-day review period.

To view this presentation, please click this link: [2026 Budget Presentation](#)

## **Correspondence and Staff Reports**

### **Correspondence**

The Board received the January 8, 2026 letter from Impact Assessment Agency of Canada regarding Notification of Early Decision with Reasons for the Proposed Georgina Island Fixed Link Project.

### **2026 Capital and Operating Budget**

The Board received Staff Report No. 01-26-BOD regarding the Conservation Authority's 2026 Capital and Operating Budget. The Board approved the 2026 Proposed Budget and all projects therein and further authorized staff to enter into agreements and/or execute documents with private sector organizations, non-governmental organizations or governments and their agencies for the undertaking of projects for the benefit of the Conservation Authority and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved budget. As required by O.Reg.402/22: Budget and Apportionment, the 2026 budget was unanimously approved by three weighted votes by those in attendance.

### **Monitoring Report – Planning and Development Applications for the Period January 1 through December 31, 2025**

The Board received Staff Report No. 02-26-BOD regarding the total number of development applications for the period January 1 through December 31, 2025.

### **2026 Board of Directors' Meeting Schedule**

The Board received Staff Report No. 03-26-BOD regarding the 2026 meeting schedule. The 2026 remaining Board of Director' meetings as approved will take place at 9:00 a.m. in person at the Conservation Authority's Newmarket offices on the following dates:

Friday, March 6 <sup>th</sup>	Friday, August 21 <sup>st</sup>
Friday, April 17 <sup>th</sup>	Friday, October 2 <sup>nd</sup>
Friday, May 29 <sup>th</sup>	Friday, November 13 <sup>th</sup>
Friday, July 10 <sup>th</sup>	Friday, December 18 <sup>th</sup>

**2026 Annual Priorities**

The Board received Staff Report No. 04-26-BOD regarding the Conservation Authority's 2026 Annual Priorities.

**Prequalification of Contractors and Consultants**

The Board received Staff Report No. 05-26-BOD regarding an update on the prequalification of consultants and contractors for the Restoration Services Department.

**Official Name of the New Education Facility at Scanlon Creek Conservation Area**

The Board approved Staff Report No. 06-26-BOD regarding the official name of **Scanlon Creek Nature Centre** for the new education facility at Scanlon Creek Conservation Area.

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



January 27, 2026

**SEE DISTRIBUTION LIST**

**RE: MINIMIZING SALT POLLUTION IN OUR WATERSHEDS WITH LIMITED LIABILITY LEGISLATION**

---

Toronto and Region Conservation Authority (TRCA) has recently joined the chorus of Ontario municipalities and other conservation authorities calling on the Province to introduce limited liability legislation practices and promulgate regulations for salt use in controlling winter snow and ice.

We are writing to you today to encourage your municipality to adopt a resolution of support to develop enforceable and provincially recognized contractor training and certification, and a single set of provincially endorsed standard best management practices for snow and ice management.

Resolutions of support regarding Limited Liability have been passed by 25 municipalities and 3 conservation authorities, including most recently, TRCA ([Ontario Salt Pollution Coalition](#), 2025).

On November 28, 2025, Toronto and Region Conservation Authority's (TRCA) Board of Directors was pleased to have endorsed adopting Resolution #A 146/25 as follows:

**WHEREAS TRCA has been monitoring water quality in streams, and water bodies including Lake Ontario in the Greater Toronto Area region for decades, including chloride concentrations, which are often associated with winter road salt application;**

**AND WHEREAS our analysis shows that chloride concentrations in TRCA's watersheds are above Canadian Water Quality Guidelines in many areas and continue to rise, in some cases, to levels lethal to sensitive aquatic life;**



**AND WHEREAS the practice of winter salting for road safety often leads to excessive application due to concerns over liability;**

**AND WHEREAS TRCA with Lake Simcoe and Region Conservation Authority (LSRCA) and Ministry of Environment Conservation Parks (MECP) staff and industry stakeholders participated in the Freshwater Roundtable Working Group which identified actions to address excessive chloride application including limited liability protection legislation, training, and certification;**

**AND WHEREAS municipalities, industry and other Conservation Authorities are calling on the Province to address this issue by introducing limited liability protection legislation and promulgating regulations which protects property owners and managers, including municipalities, and government agencies from slip and fall lawsuits if they have taken all reasonable steps to follow Provincial best-management practices;**

**THEREFORE LET IT BE RESOLVED THAT TRCA's Board of Directors request that the Attorney General of Ontario introduce limited liability legislation practices and promulgate regulations for salt use in controlling winter snow and ice;**

**AND FURTHER THAT TRCA's Board of Directors request that the Attorney General of Ontario and the Minister of Environment Conservation and Parks work urgently with key stakeholders including Conservation Authorities to develop enforceable and provincially recognized contractor training and certification, and a single set of provincially endorsed standard best management practices for snow and ice management; and**

**THAT staff be directed to prepare correspondence for distribution to member municipalities outlining the importance of supporting the request for the Attorney General to introduce limited liability legislation practices and promulgate regulations for salt use in controlling winter snow and ice; and**



**THAT member municipalities be encouraged to adopt a resolution of support to develop enforceable and provincially recognized contractor training and certification, and a single set of provincially endorsed standard best management practices for snow and ice management.**

Chloride concentrations continue to increase in TRCA's watersheds primarily due to the use of winter salt on roads, sidewalks and parking lots. Although the need for salt in winter for both driver and pedestrian safety is warranted, important considerations are required to ensure it is used properly.

Salt eventually travels into our streams, groundwater and waterbodies leading to lethal consequences for numerous species, contaminated groundwater and soils, altered lake mixing releasing phosphorus, and costly infrastructure damage, among others. Decreasing the amount of winter salt use is therefore critical to the health of our environment, protecting urban infrastructure, and reducing operational costs.

A barrier to the reduction of salt application for parking lots and walkways is the concern over liability. Businesses in the winter maintenance sector are seeing insurance and legal costs escalate. Deductibles can be \$25,000+ for a single slip and fall claim. Insurance premiums have become so costly that many contractors have left the industry. As a result, some property owners recently have been unable to find winter maintenance contractors. To those still working in the industry, higher liability insurance costs lead many to 'over-salt' properties they manage to be more risk adverse.

To manage this legal barrier, municipalities, conservation authorities, NGOs and other invested private businesses are promoting the use of a '[Limited Liability Framework](#)'. This policy approach would shift some of the liability onus off winter maintenance professionals during slip and fall lawsuits if they can provide a written record of work conducted and proof of certification noting their recognized training under a provincially recognized program.





This limited liability framework has already been put into practice in New Hampshire (NH) and has been since 2013. The NH model recognizes the Canadian Smart About Salt Council's (SASC) guidelines for their coursework training and has been successfully defended in the [State's higher courts](#). This policy tool is a proven and implementable solution at the provincial level to directly address the problems discussed above.

We encourage your municipality to adopt a similar resolution. TRCA staff can assist with preparing resolutions or consider adapting the draft municipal resolution provided in attachment 1 (from the Ontario Salt Pollution Coalition – OSPC).

Sincerely,

A handwritten signature in black ink that reads "Joanne Hyde".

Joanne Hyde  
Clerk and Manager, Policy

cc: John MacKenzie, Chief Executive Officer, TRCA  
Sameer Dhalla, Director, Development and Engineering Services, TRCA  
Laura Del Giudice, Associate Director, Watershed Planning and Ecosystem Science, TRCA  
Regional Municipality of Durham, [clerks@durham.ca](mailto:clerks@durham.ca)  
City of Toronto, [clerk@toronto.ca](mailto:clerk@toronto.ca)  
Town of Ajax, [clerks@ajax.ca](mailto:clerks@ajax.ca)  
City of Pickering, [clerks@pickering.ca](mailto:clerks@pickering.ca)  
Township of Uxbridge, [cleroux@town.uxbridge.on.ca](mailto:cleroux@town.uxbridge.on.ca)  
Regional Municipality of Peel, [regional.clerk@peelregion.ca](mailto:regional.clerk@peelregion.ca)  
City of Brampton, [cityclerksoffice@brampton.ca](mailto:cityclerksoffice@brampton.ca)  
City of Mississauga, [city.clerk@mississauga.ca](mailto:city.clerk@mississauga.ca)  
Town of Caledon, [legislative.services@caledon.ca](mailto:legislative.services@caledon.ca)  
Regional Municipality of York, [regionalclerk@york.ca](mailto:regionalclerk@york.ca)  
City of Markham, [customerservice@markham.ca](mailto:customerservice@markham.ca)  
City of Vaughan, [clerks@vaughan.ca](mailto:clerks@vaughan.ca)  
Town of Aurora, [clerks@aurora.ca](mailto:clerks@aurora.ca)  
Township of King, [clerks@king.ca](mailto:clerks@king.ca)  
Township of Adjala-Tosorontio, [Clerk@adjtos.ca](mailto:Clerk@adjtos.ca)  
Town of Mono, [ClerksOffice@townofmono.com](mailto:ClerksOffice@townofmono.com)  
City of Richmond Hill, [clerks@richmondhill.ca](mailto:clerks@richmondhill.ca)  
Town of Stouffville, [clerks@townofws.ca](mailto:clerks@townofws.ca)

Attachment 1: Draft Municipal Resolution

Attachment 2: [Report on Minimizing Salt Pollution in our Watersheds with Limited Liability Legislation](#)

Attachment 3: [Presentation Slide Deck](#)

## **ATTACHMENT 1:**

### **DRAFT MUNICIPAL RESOLUTION**

#### **to Support the Need for Provincial Action on Salt Pollution from Road Salt**

**Whereas** winter salt is a known toxic substance designated under the Canadian Environmental Protection Act because of tangible threats of serious or irreversible environmental and health damage from winter salt; and

**Whereas** salt levels in Ontario's groundwater aquifers, creeks, rivers, and lakes have increasingly worsened since the 1970s, seriously affecting municipal drinking water sources and aquatic life; and

**Whereas** - *add local statements on salt pollution, local municipal actions taken to minimize salt impacts, local salt concerns, economic damages from salts, etc. if available for that municipality*

**Whereas** the Ontario and Canadian governments have taken many actions over the past 25 years including setting water quality guidelines, developing voluntary codes of practice, signing the Canada-Ontario Great Lakes Agreement, and holding workshops, yet still the salt problem continues to grow; and

**Whereas** numerous situation analyses have recommended salt solutions involving liability protection, contractor certification, government-approved Best Management Practices (BMPs) and salt management plans; and

**Whereas** increased numbers of slips and falls claims, and other injury/collision claims related to snow and ice, are resulting in salt applicators overusing salt beyond levels considered best practices; and

**Whereas** unlimited contractor liability is making it difficult or expensive for snow and ice management contractors to obtain insurance coverage, resulting in contractors leaving the business, thereby making it difficult for municipalities and private owners to find contractors; and



**Whereas** the Snow and Ice Management Sector (SMS) of Landscape Ontario is working with the Ontario government to institute a limited liability regime for snow and ice management, including enforceable contractor training/certification and government-approved BMPs for salt application; and

**Whereas** many Ontario municipalities have Salt Management Plans, but these often require updating in light of improved science and better salt management practices now available.

**THEREFORE BE IT RESOLVED THAT:**

1. This municipality urges the province of Ontario to work urgently with key stakeholders to develop limited liability legislation, including enforceable contractor training and a single set of provincially-endorsed standard BMPs for snow and ice management; and
2. This municipality urges the province of Ontario to create and fund an expert stakeholder advisory committee to advise the province and municipalities on the best courses of action to protect freshwater ecosystems and drinking water from the impacts of salt pollution; and
3. This municipality commits to the reduction of the use of winter salt as much as possible while maintaining safety on roads, parking lots and sidewalks; and
4. This resolution be sent to all municipalities in *x Region*, Association of Municipalities of Ontario (AMO), local MPPs, Conservation Ontario, Toronto and Region Conservation Authority, the Ontario Municipal Water Association, Minister Todd McCarthy (MECP), Attorney General Doug Downey, and Premier Doug Ford.

**Item 8.2****Section I – Item for Board of Directors Action**

**TO:** Chair and Members of the Board of Directors  
Friday, November 28, 2025 Meeting

**FROM:** Sameer Dhalla, Director, Development and Engineering  
Services

**RE: MINIMIZING SALT POLLUTION IN OUR WATERSHEDS  
WITH LIMITED LIABILITY LEGISLATION**

---

**KEY ISSUE**

Resolution of support from Toronto and Region Conservation Authority's (TRCA) Board of Directors calling for provincial action on salt pollution through limited liability protection legislation and other measures.

**RECOMMENDATIONS:**

**WHEREAS TRCA has been monitoring water quality in streams, and water bodies including Lake Ontario in the Greater Toronto Area region for decades, including chloride concentrations, which are often associated with winter road salt application;**

**AND WHEREAS our analysis shows that chloride concentrations in TRCA's watersheds are above Canadian Water Quality Guidelines in many areas and continue to rise, in some cases, to levels lethal to sensitive aquatic life;**

**AND WHEREAS the practice of winter salting for road safety often leads to excessive application due to concerns over liability;**

**AND WHEREAS TRCA with Lake Simcoe and Region Conservation Authority (LSRCA) and Ministry of Environment Conservation Parks (MECP) staff and industry stakeholders participated in the Freshwater Roundtable Working Group which identified actions to address excessive chloride application including limited liability protection legislation, training, and certification;**

**AND HEREAS municipalities, industry and other Conservation Authorities are calling on the Province to address this issue by introducing limited liability protection legislation and promulgating**

## Item 8.2

**regulations which protects property owners and managers, including municipalities, and government agencies from slip and fall lawsuits if they have taken all reasonable steps to follow Provincial best-management practices;**

**THEREFORE LET IT BE RESOLVED THAT TRCA's Board of Directors request that the Attorney General of Ontario introduce limited liability legislation practices and promulgate regulations for salt use in controlling winter snow and ice;**

**AND FURTHER THAT TRCA's Board of Directors request that the Attorney General of Ontario and the Minister of Environment Conservation and Parks work urgently with key stakeholders including Conservation Authorities to develop enforceable and provincially recognized contractor training and certification, and a single set of provincially endorsed standard best management practices for snow and ice management.**

### **BACKGROUND**

TRCA has been contributing to both binational and domestic goals to protect and restore the water quality of Lake Ontario and its tributaries for decades. TRCA contributes through a variety of efforts. One of these efforts is collecting environmental data through our ongoing waterfront and watershed monitoring programs and contributing to the advancement of scientific knowledge and decision-making. This information helps to inform strategies, such as our watershed plans and the Toronto and Region Remedial Action Plan that outlines a path towards delisting the Toronto Region Area of Concern.

TRCA established the Regional Watershed Monitoring Program (RWMP) in the year 2000 to collect long-term data within our watersheds vital for understanding environmental conditions and how they change over time. Through these efforts, TRCA has 25 years of data, including water quality monitoring data. One of the parameters that we analyze from collected water quality samples includes chloride, which is often associated with winter road salt and property applications.

As of 2023, our data show that 38 of 47 stream monitoring stations have increasing concentrations of chloride between 2000 and 2023. Annual median chloride concentrations from 2023 in streams of TRCA's watersheds exceed [Canadian Water Quality Guidelines](#) at 34 of 47 stream

## Item 8.2

monitoring stations and have approached the concentration of ocean water (ocean water = 19,250 mg/L) in one urban tributary (Mimico Creek = 18,200 mg/L).

Chloride concentrations continue to increase primarily due to the use of winter salt on both public roads and public/private parking lots. Salt is applied to these surfaces in winter to address concerns about driver and pedestrian safety, which is an important consideration.

However, salt that is applied to roads and parking lots eventually travels into our streams, groundwater and waterbodies. In excess, concentrations of chloride and salt lead to:

- Lethal consequences for some species of fish and benthic invertebrates;
- Contaminated groundwater, a source of drinking water and crop irrigation;
- Contaminated soils, as salt can remain for a long time. Chloride also binds with metals releasing them from soils into freshwater;
- Altered lake mixing, releasing stored phosphorus;
- Plant damage, death, suppressed growth;
- Wildlife-vehicle collisions as animals are attracted to the road to eat the salt;
- Salt damages dog paws; and
- Costly infrastructure damage, such as concrete pitting and degradation, drinking water infrastructure corrosion, and vehicle corrosion.

Decreasing the amount of winter salt use throughout the watershed is therefore critical to the health of streams, groundwater, soil, lakes, and for protecting urban infrastructure.

Research on Highland Creek in Toronto showed that approximately 38% of salt loading to the waterbody was from private operators ([Perera et al., 2010](#)). Several snow and ice contractors in Ontario apply more than 500 tonnes of salt per year.

A barrier to the reduction of salt application for parking lots and walkways is the scarcity of trained and certified contractors on the proper application

## Item 8.2

amounts. Certification in the field generally refers to individuals or businesses being trained on:

- site considerations;
- levels of service;
- calibrating older equipment for preferred salt application;
- the use of brine or salt alternative applications;
- post-storm cleanup requirements;
- risk and liability best practices; and
- environmental effects of over-salting.

These topics are covered under the non-profit, Smart About Salt Council's (SASC) training program, which has been in place since 2009.

A more substantial barrier to the reduction of salt application for parking lots and walkways is the concern over liability. Businesses in the winter maintenance sector are seeing insurance and legal costs escalate. Deductibles can be \$25,000+ for a single slip and fall claim. These expenses have become so costly that many contractors have left the industry.

As a result, some property owners recently have been unable to find winter maintenance contractors. To those still working in the industry, higher liability insurance costs lead many to 'over-salt' the properties they manage to be more risk adverse.

To manage this legal barrier, municipalities, conservation authorities, NGOs and other invested private businesses are promoting the use of 'Limited Liability'. This policy approach would shift some of the liability onus off winter maintenance professionals during slip and fall lawsuits if they could prove they were adequately trained under a provincially-recognized program.

Operators, site owners and businesses would have to follow a prescribed set of provincially standardized best management practices (BMPs) and participate in annual certification training and/or audits. This would in turn reduce salt application rates, save money on salt usage and in time reduce higher insurance costs for contractors.

## Item 8.2

This limited liability framework has already been put into practice in [New Hampshire and has been since 2013](#). The framework is based upon the Canadian Smart About Salt Council's (SASC) guidelines and has been successfully defended in the higher courts. This policy tool is a proven and implementable solution at the provincial level to directly address the problems discussed above currently facing the winter maintenance industry, and by association, local waterways within TRCA's jurisdiction.

Resolutions of support regarding Limited Liability have been passed by the following 23 municipalities and 2 conservation authorities:

<b>Municipalities</b>	<b>Conservation Authorities</b>
District of Muskoka	Nottawasaga Valley Conservation Authority (NVCA)
Township of Amaranth	Lake Simcoe Conservation Authority (LSCA)
Town of Georgina	
City of Waterloo	
Region of Waterloo	
Township of Malahide	
North Perth	
City of Greater Sudbury	
Town of Stouffville	
City of Cambridge	
Municipality of Killarney	
Town of Bradford West Gwillimbury	
Town of Bracebridge	
Township of Addington Highlands	
Municipality of West Grey	
City of Toronto	
Township of Scugog	
City of Richmond Hill	
City of Hamilton	
Township of Muskoka Lakes	
Township of Lake of Bays	
City of Guelph	
Town of Newmarket	

\*List of 23 municipalities and 2 conservation authorities who have passed resolutions calling on the Province to establish province-wide BMPs, and explore limited liability for Winter maintenance contractors:



## Item 8.2

The primary lobbying body advocating for this type of policy framework is the Ontario Salt Pollution Coalition (OPSC), which is run by [Water Watchers](#), an NGO out of Wellington County, Ontario. The OPSC is comprised of 11 members, including nonprofits, concerned citizens, municipal, academic, industry and watershed alliance representatives.

### **RATIONALE**

The [Ontario Salt Pollution Coalition](#) has requested a resolution from TRCA's Board of Directors calling for provincial action on salt pollution and to join their other 23+ municipal and 2 CA partners who are calling for action on implementing limited legal liability for winter maintenance contractors.

The Ontario Salt Pollution Coalition feels that TRCA's Board endorsement of a resolution and requesting the Attorney General of Ontario and the Minister of the Ministry of Environment, Conservation and Parks to adopt limited liability for winter maintenance contractors would help to limit the use of chloride in Ontario, which is estimated to cause ~\$2 billion in economic and environmental damages per year.

The Ontario Salt Coalition has also requested a resolution from TRCA's Board of Directors calling on the Attorney General of Ontario work urgently with key stakeholders to develop legislation, including enforceable contractor training and a single set of Provincially endorsed standard best management practices for snow and ice management.

### **Relationship to TRCA's 2023-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.3 Maintain healthy and resilient watershed ecosystems in the face of a changing climate

#### **Pillar 2 Knowledge Economy:**

- 2.3 Advocacy and adaptability in the face of policy pressures

## Item 8.2

### **DETAILS OF WORK TO BE DONE**

Sustainable Technologies Evaluation Program (STEP) and TRCA's Watershed Planning and Ecosystem Science (WPES) business unit will continue to make available scientific data and information that it has compiled as part of its work for senior government agency partners in support of interested municipal partners in formalizing resolutions of their own related to limited liability protection legislation or other salt pollution reduction initiatives as needed.

STEP and WPES will continue to understand and address the issue of increasing chloride in freshwater within our watersheds through monitoring, guidance, research, and collaboration.

Leading by example, and as industry leaders, TRCA has added SASC requirements accreditation to our evaluation criteria for our annual snow plowing and maintenance procurement. We are currently working on incorporating this into our procurement for the upcoming winter season.

### **FINANCIAL DETAILS**

STEP and WPES have received capital and/or fee-for service funds from partner municipalities, along with external grants to monitor water quality, conduct research on mitigating the impacts of salt, and provide salt management guidance to organizations interested in:

- Implementing BMPs on their properties/roadways;
- Conducting research on mitigating the impacts of salt; and
- Staying up to date on broader initiatives, such as this, related to salt pollution mitigation efforts.

**Report prepared by: Lyndsay Cartwright, Research Scientist;**

**Daniel Filippi, Program Manager**

**Emails: [lyndsay.cartwright@trca.on.ca](mailto:lyndsay.cartwright@trca.on.ca); [daniel.filippi@trca.ca](mailto:daniel.filippi@trca.ca)**

**For Information contact: Laura Del Giudice, (365) 566-2421**

**Email: [laura.delgiudice@trca.on.ca](mailto:laura.delgiudice@trca.on.ca)**

**Date: October 22, 2025**

Attachment 3 Minimizing Salt Pollution in our Watersheds with Limited Liability Legislation

# Minimizing Salt Pollution in our Watersheds with Limited Liability Legislation

Presented by: Lyndsay Cartwright, Research Scientist  
Daniel Filippi, Program Manager

November 28, 2025  
Board of Directors Meeting



# Outline

- Background
  - Role of TRCA in Watershed and Lake Monitoring
  - Salt in TRCA Watersheds
  - Impacts on the Environment
- The Issue and The Solution
  - Why do we Oversalt?
  - Liability Protection Legislation
  - The New Hampshire Model
- Smart About Salt
- 23 Municipal & 2 Conservation Authority Resolutions (and counting)







# TRCA's Role in Watershed and Lake Monitoring

## Regional Watershed Monitoring Program

- Surface Water Quality
- Groundwater Quantity and Quality
- Stream Flow
- Climate
- Water Temperature
- Aquatic Communities and Habitat
- Terrestrial Communities and Habitat

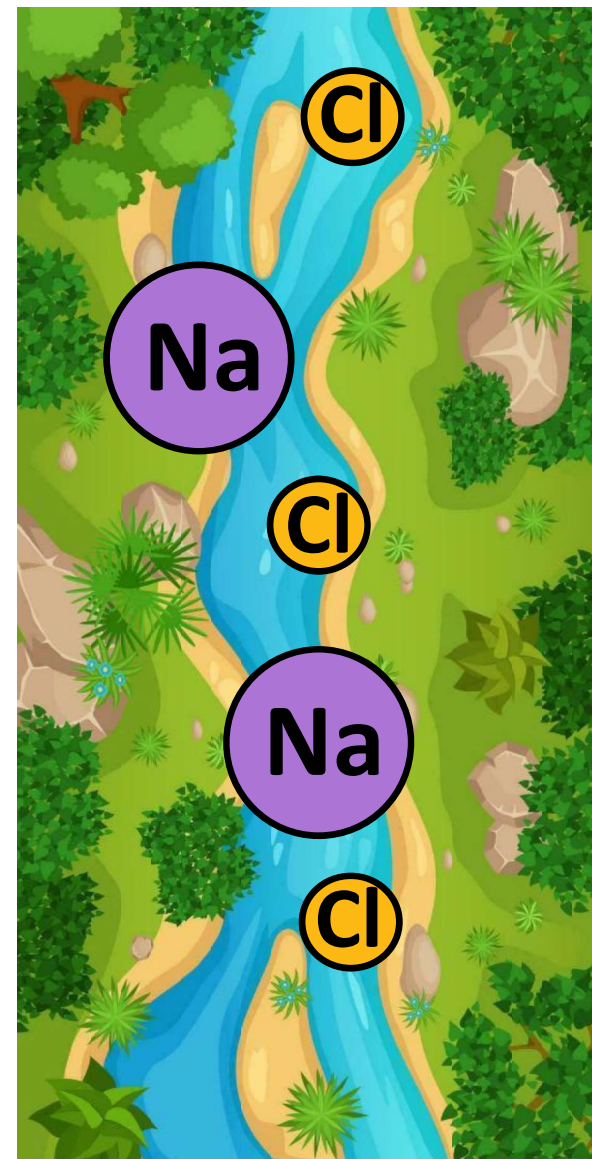
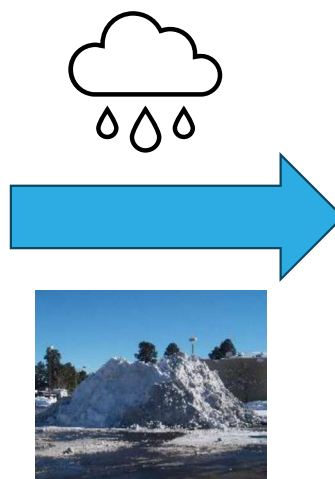
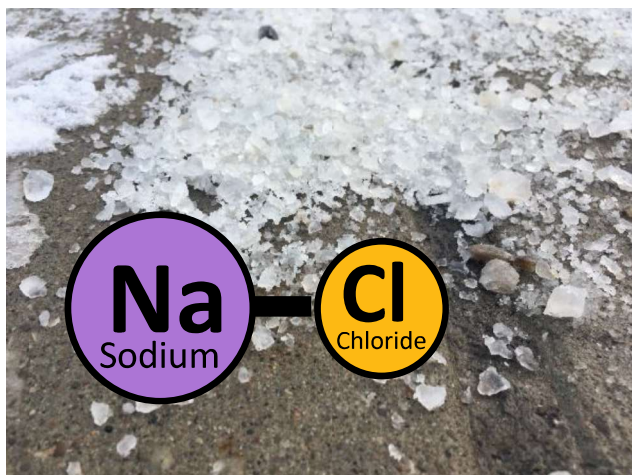
## Waterfront Monitoring Program

- Nearshore Water Quality
- Fish Communities and Habitat

Data informs strategies and decision-making, such as watershed plans, the Toronto and Region Remedial Action Plan and binational efforts

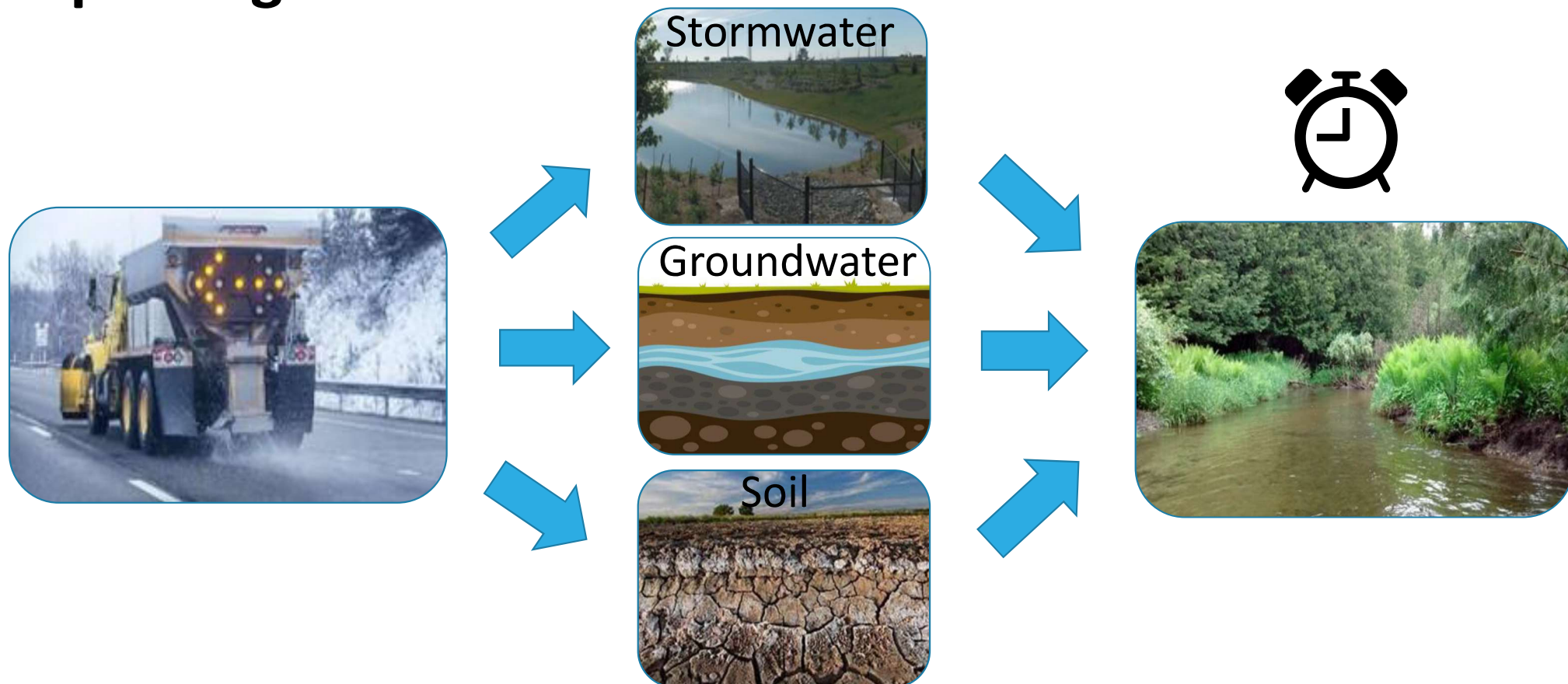


# Background on Salt





# How does salt move from roads, sidewalks and parking lots to the environment?





# Winter Salt Concentration in TRCA's Watersheds



Watershed and Ecosystems Reporting Hub

Select a Con  
Chloride (mg/L)

High and increasing chloride concentrations in many areas pose a significant threat to aquatic life. Median chloride concentrations exceed guidelines (120 mg/L) at 72% of stations and 81% of stations had increasing concentrations over time.

Chloride (mg/L)

Median



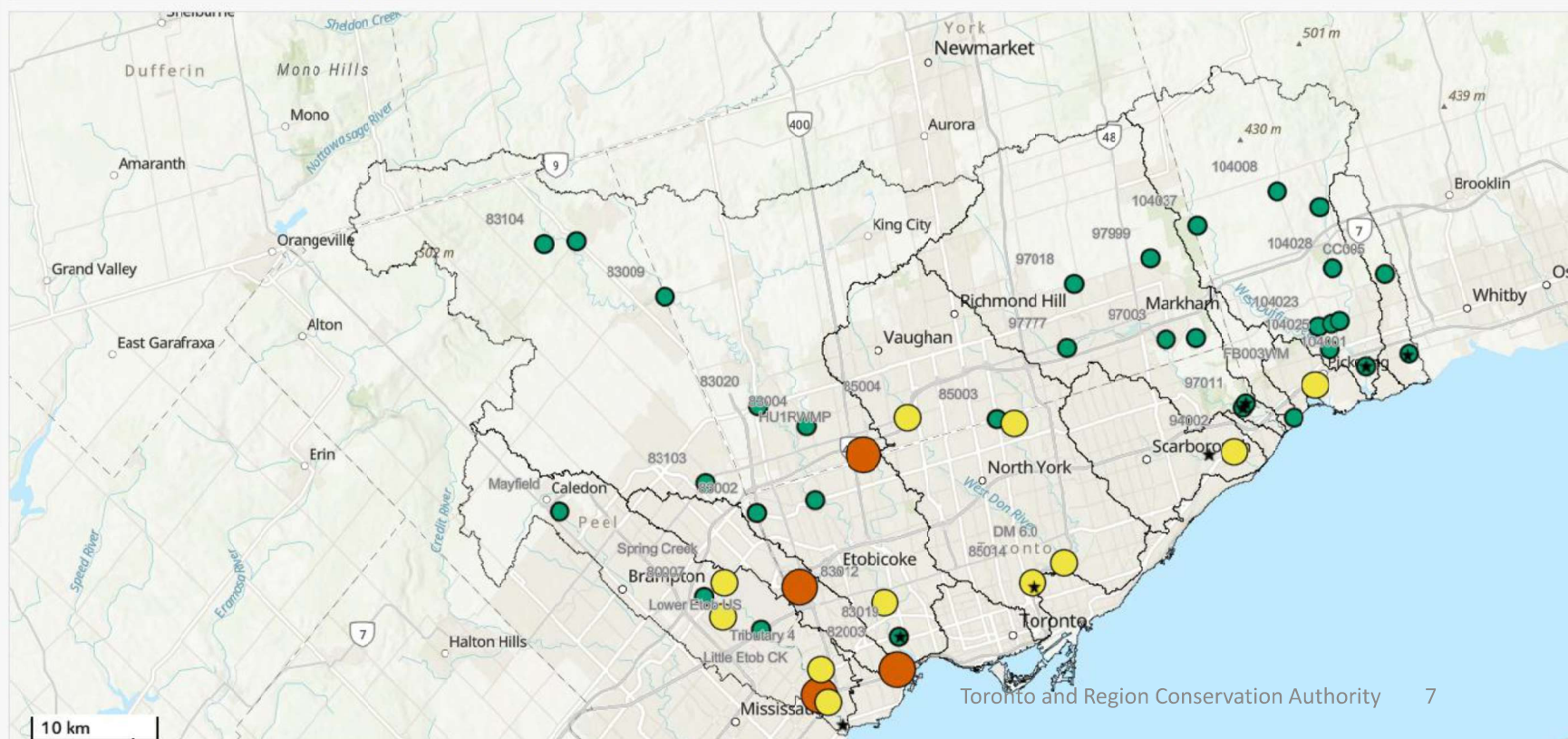
**CCME**

Canadian Council  
of Ministers  
of the Environment

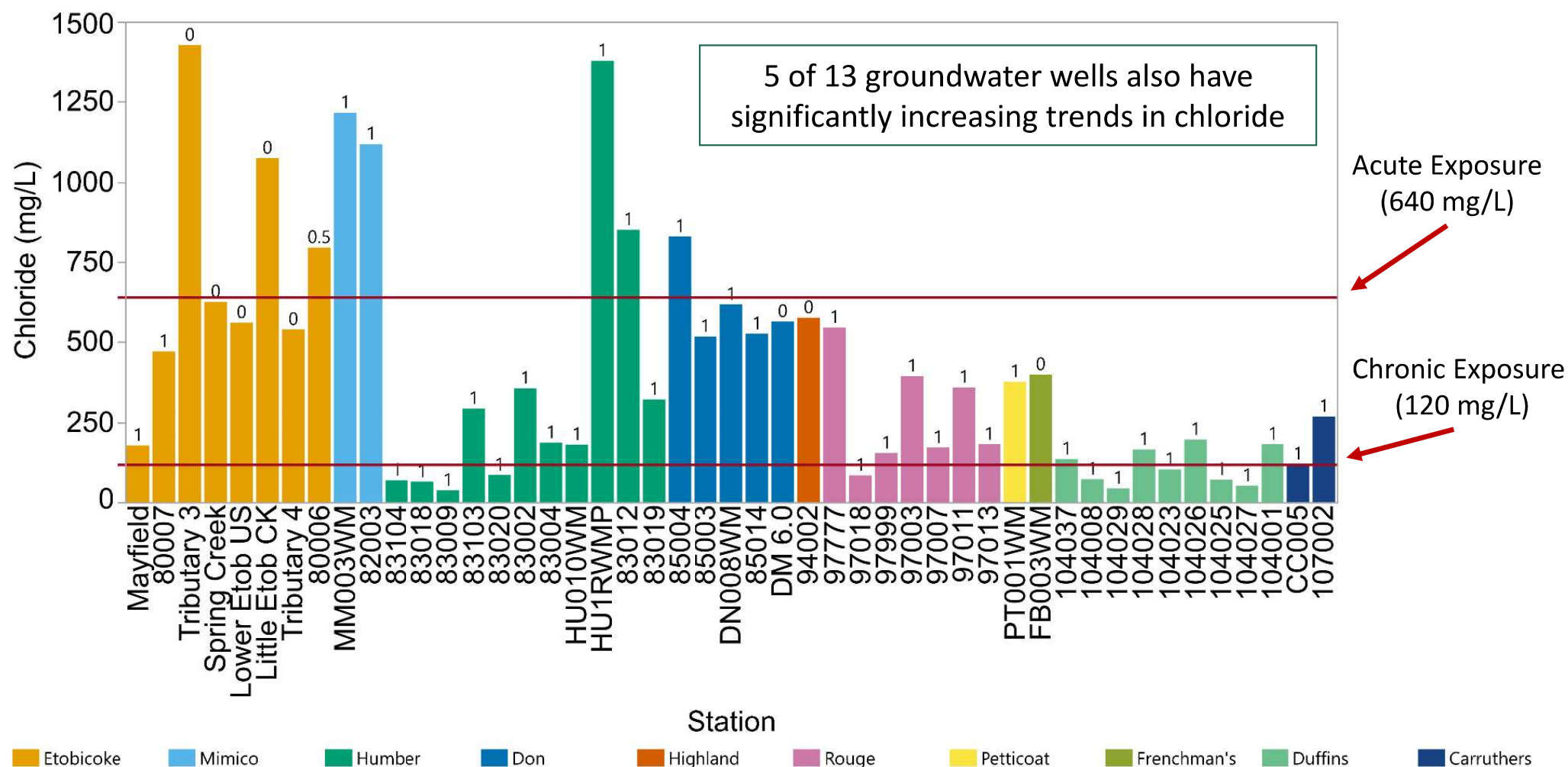
Le Conseil canadien  
des ministres  
de l'environnement

Chronic Exposure  
(120 mg/L)

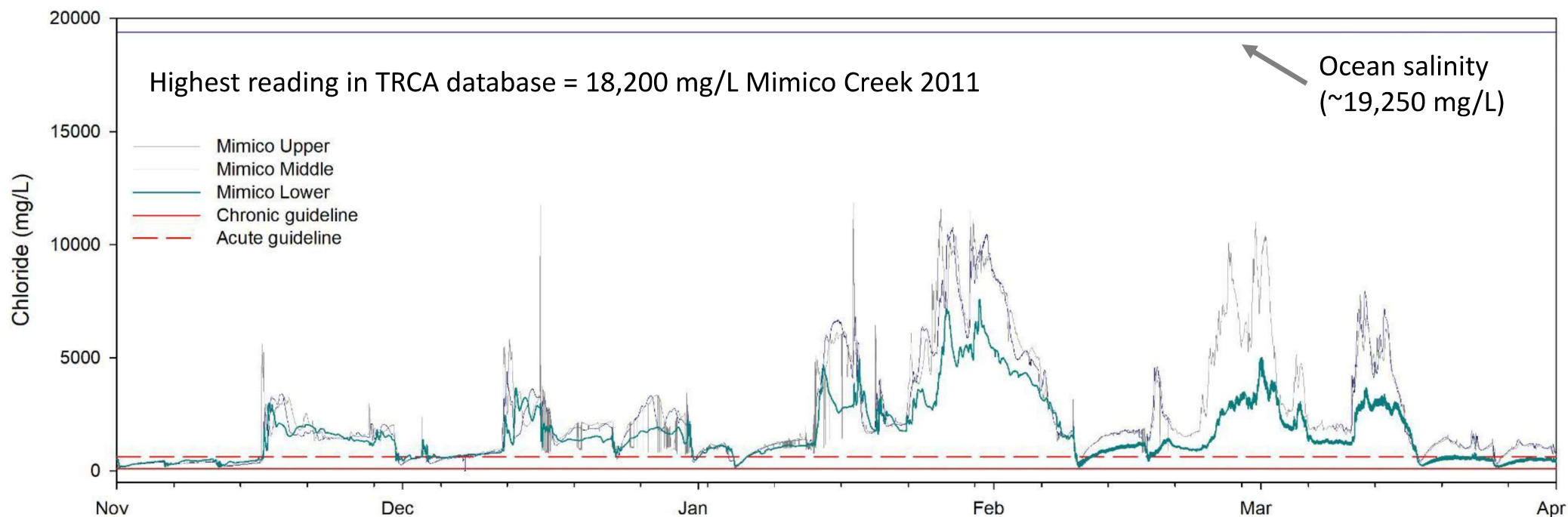
Acute Exposure  
(640 mg/L)



# Winter Salt Concentration in TRCA's Watersheds



# Winter Salt Concentration in TRCA's Watersheds

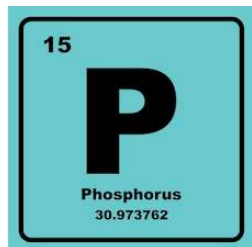


Funded by a Canada-Ontario  
Agreement Grant





# Impacts



Phosphorus  
and anoxia



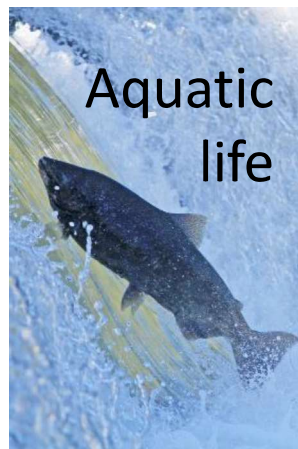
Pet paws



Environ. Sci. Technol. 2018, 52, 24, 14078-14087



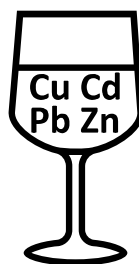
Legacy  
effects



Vehicle  
corrosion



Chemical  
cocktails



Wildlife-  
vehicle  
collisions



Soil quality  
regulations

# The Issue

- **Legal liability** – people over salt because they are afraid of being legally liable if someone slips & falls, etc.
- Leads to:
  - [Sky high insurance rates](#)
  - Loss of income (to settle cases)
  - Job losses
  - Scarcity of contractors
- Societal expectations (bare pavement expectations are not realistic for our region)
  - 25,000 service requests for Toronto from Feb. 8<sup>th</sup> – Mar. 13<sup>th</sup>, 2025



John Lesavage/CBC (2021)



# Are Winter Maintenance Expectations Reasonable?

- Mu values provided by a Surface Friction Tester: greater than 0.5 considered a safe surface / good friction:
  - From these examples we can see that excess salt yields a lower friction.







# The Solution:

## Liability Protection Legislation



### **TITLE LII**

### **ACTIONS, PROCESS, AND SERVICE OF PROCESS**

#### **CHAPTER 508**

#### **LIMITATION OF ACTIONS**

##### **Section 508:22**

**508:22 Liability Limited for Winter Maintenance.**

# The New Hampshire Model

To protect New Hampshire waters from increased chloride concentrations, the New Hampshire Department of Environmental Services (NHDES) Green SnowPro Program offers commercial and municipal snow and ice management professionals training and certification.

In return for their efforts, **commercial salt applicators** certified by the program + **property owners or managers** who hire them, are granted liability protection against damages arising from snow and ice conditions.





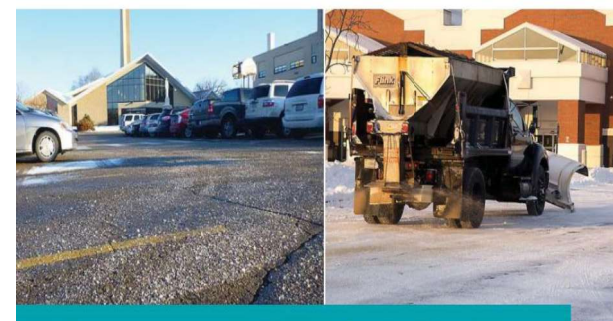
# Smart About Salt Council (SASC)

- The Smart about Salt Council can help property managers through the process of developing a plan and policy, while also discussing how an organization has provided a reasonable level of care in the event of lawsuits.
- Certification of Contractors will also help to ensure that selected service providers possess the skills necessary to implement appropriate best practices for parking lot salt usage.
  - As new contracts are being awarded in the coming years businesses should include important clauses regarding certification and training.
  - TRCA-STEP has also developed such sample contract wording in our [“Procurement Guidance for Parking Lot Snow and Ice Management Version 2.0”](#) document.



Winter Salt Management Program

 Sustainable Technologies  
EVALUATION PROGRAM



**Procurement Guidance for Parking Lot  
Snow and Ice Management**  
Version 2.0

Prepared by:  
Toronto and Region Conservation Authority

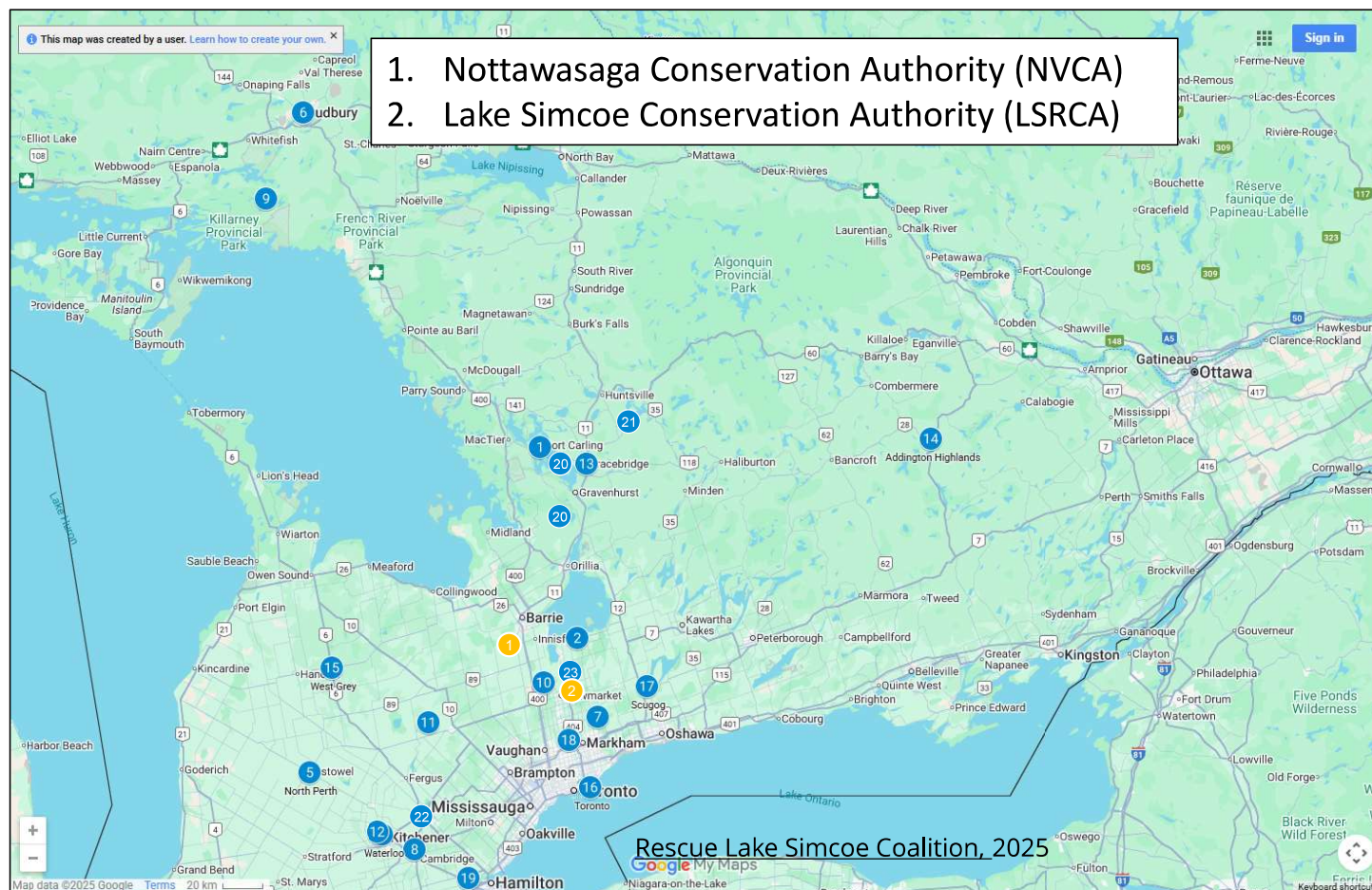
# Recommendations

1. To request a resolution from TRCA's Board of Directors calling for provincial action on salt pollution through limited liability protection legislation.
2. To request a resolution from TRCA's Board of Directors calling on the Attorney General of Ontario work urgently with key stakeholders to develop legislation, including enforceable contractor training and a single set of Provincially-endorsed standard best management practices for snow and ice management.



# The 23 Current Municipalities & 2 CAs

1. Muskoka District Municipality
2. Georgina
3. Waterloo
4. Malahide
5. North Perth
6. Greater Sudbury
7. Whitchurch-Stouffville
8. Cambridge
9. Municipality Of Killarney
10. Bradford West Gwillimbury
11. Amaranth
12. Waterloo Regional Municipality
13. Bracebridge
14. Addington Highlands
15. West Grey
16. Toronto
17. Scugog
18. Richmond Hill
19. Hamilton
20. Township of Muskoka Lakes
21. Township of Lake of Bays
22. City of Guelph
23. Town of Newmarket





# Item - 2025.IE22.15

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## Tracking Status

- [City Council](#) adopted this item on June 25 and 26, 2025 without amendments.
- This item was considered by [Infrastructure and Environment Committee](#) on June 11, 2025 and was adopted with amendments. It will be considered by City Council on June 25 and 26, 2025.

Expand All +

Collapse All -

City Council consideration on June 25 and 26, 2025

### IE22.15 - Minimizing Salt Pollution that Poison Rivers and Streams

**Decision Type:** ACTION

**Status:** Adopted

**Wards:** All



# How Municipalities Can Help

- Council resolution in support of limited liability legislation
- Hire contractors trained and certified through Smart About Salt ([Currently 74 fully certified in ON.](#))
- Continual improvement in roads management
- Increased funding opportunities (Fee for service, joint funding proposals)
  - Research opportunities
  - Pilot projects
  - Implementation of BMPs
- Incentives or subsidies for adopting sustainable practices
- Collaboration with other municipalities and CAs to share best practices

**\*STEP and TRCA-WPES have staff to assist**

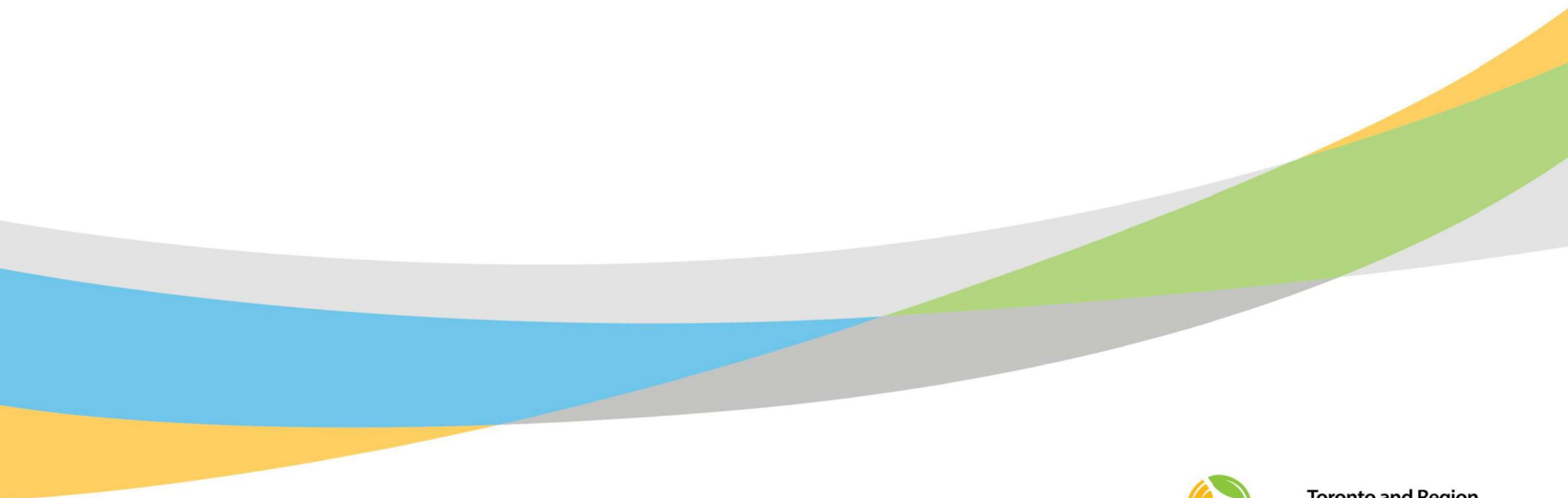


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**Case Study: Evaluating the performance of different winter maintenance products on permeable and conventional asphalt.**



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Town of Aurora

## Committee of the Whole Report

No. CMS26-003

---

**Subject:** Community Reflection Space Concept Plan

**Prepared by:** Michelle Johnson, Exhibitions and Collections Coordinator

**Department:** Community Services

**Date:** February 10, 2026

---

### Recommendation

1. That Report No. CMS26-003 be received; and
2. That the design for the Community Reflection Space be approved.

### Executive Summary

The purpose of this report is to present Council with the proposed design for the Community Reflection Space, a dedicated location where the community can gather in times of sorrow to collectively honour and pay respects to those affected by tragic events.

- The Reflection Space design transforms an area currently marked by worn hardscaping and stressed vegetation into an inclusive community setting that supports both group gatherings and individual contemplation
- Several symbolic and cross-cultural references are present within the Reflection Space to facilitate an inclusive, peaceful and safe environment
- The design increases connectivity to existing amenities while enhancing security and safety
- Accessibility is a core principle of the design ensuring that all visitors can engage meaningfully with the site

- The design proposes a significant reduction in the amount of hardscaping by introducing more landscaped elements that follow a practical maintenance and planting plan
- The Reflection Space creates an adaptable, enhanced setting that supports and elevates Town Hall flag raising ceremonies
- Council's approval of the recommendations will allow staff to proceed with next steps

## **Background**

The Community Reflection Space was first proposed by the Indigenous Relations Committee on January 16, 2023, as a place for Truth and Reconciliation. Its scope later expanded to include reflection for all tragic situations, recognizing the need for a dedicated space for collective grief.

Council directed staff to undertake broader public consultation before finalizing a location. Four potential sites were considered: Lambert Willson Park, Queen's Diamond Jubilee Park, Town Hall, and Town Park. Based on feedback from advisory committees, community organizations, and residents, Council approved staff's recommendation at its July 9, 2024, , meeting to locate the Community Reflection Space at Town Hall.

This decision was informed by several key factors: Town Hall offers a publicly connected yet secluded area that provides privacy, close parking, and staff oversight, while avoiding conflicts with recreational activities common in parks. Interested parties emphasized the need to de-politicize grief and maintain the space as peaceful and inclusive. These insights have guided the development of the design concept presented in this report. Funding for the Reflection Space in the amount of \$250,000 was approved as part of the 2024 Budget. To maximize efficiencies and project budgets the design and construction of the Reflection Space has been combined with the rehabilitation of the South Town Hall Parking Lot scheduled to be begin later this year.

## **Analysis**

**The Reflection Space design transforms an area currently marked by worn hardscaping and stressed vegetation into an inclusive community setting that supports both group gatherings and individual contemplation**



Located outside of the front entrance of Town Hall, the Reflection Space features two distinct sections known as the “River Plaza” and the “Sky Ribbon Forest” (Attachment 1). These areas flow into one another seamlessly and are designed around features that speak to unity, peaceful gatherings, and meaningful reflection. The current condition of the landscape surrounding Town Hall has several deficiencies, which have helped inform the direction of the new design.

The paving and hardscape surfaces are in poor condition, which is especially evident in areas where concrete meets unit pavers, resulting in uneven surfaces and tripping hazards (Figure 1). The current layout and condition due to age and general wear and tear, create irregularities in appearance and useability, which detract from the overall aesthetic and present challenges for accessibility and maintenance. The redesign proposes replacing these older pavers with new, thoughtfully selected materials that enhances accessibility and functionality.



*Figure 1 Example of existing pavers in need or replacement*

The sloped areas within the “Sky Ribbon Forest” section are experiencing significant erosion, particularly where soils are sandy and unstable. This has contributed to the deterioration of existing features, including the armour stone retaining wall, which has begun to shift (Figure 2). In the proposed design, these conditions will be addressed through strategic regrading, improved drainage management, and dense plantings of native, slope-stabilizing species to create a more resilient and long-lasting landscape.



*Figure 2 Erosion impacting the armour stone retaining wall on the southeast side of Town Hall*

Additionally, some of the existing trees are unhealthy and struggling, likely due to compacted soils, lack of appropriate growing conditions, or long-term exposure to heat and hardscaping. The current landscape lacks the layered vegetation and soil structure needed to support long-term tree vitality, further contributing to plant stress. The Town Arborist has identified several of these trees for removal as part of the re-development of the space (Figure 3 and Figure 4).



*Figure 3 Trees on the southeast side of Town Hall are identified for removal with a red "x".*



*Figure 4 Trees on the southeast side of Town Hall are identified for removal with a red "x".*

**Several symbolic and cross-cultural references are present within the Reflection Space to facilitate an inclusive, peaceful and safe environment**

During the consultation phase, the importance of including cross-cultural references to grief, peace, and unity was raised by representatives from Oasis Bereavement and the York Regional Police. These elements are expressed in the design in several ways, most prominently in the “River Plaza” and Sky Ribbon feature.

The “River Plaza” design (Attachment 1) features independently poured, cast in place, concrete slabs (rivers) with a variety of finishes. The rivers all lead to a large central gathering area. This design visually represents the many paths, cultures, and lived experiences that bring people to Aurora, symbolizing how diverse community journeys flow toward a shared gathering place. These converging forms emphasize unity, connection, and belonging within the Reflection Space.

The central gathering area is circular in form and features a raised circular podium, which is chair height and can be used for seating or staging. This central gathering place serves as a junction; connecting the River Plaza and Sky Ribbon Forest. As the symbolic point where all rivers converge, it functions as the heart of the space, a shared place for community expression (Attachment 2).

The Sky Ribbon feature (Attachment 3) is a shallow reflective water feature that brings the Earth and Sky together. It is animated by adding a small amount of water to the linear pool, which creates a reflection of the sky at ground level. In doing so, this feature illuminates the infinite to create a meaningful contemplative environment. The use of a reflective water feature also responds to the cross-cultural significance of water, which

has long been recognized in many traditions, including those dating back to ancient Persia, as a symbol of reflection, continuity, and spiritual connection.

**The design increases connectivity to existing amenities while enhancing security and safety**

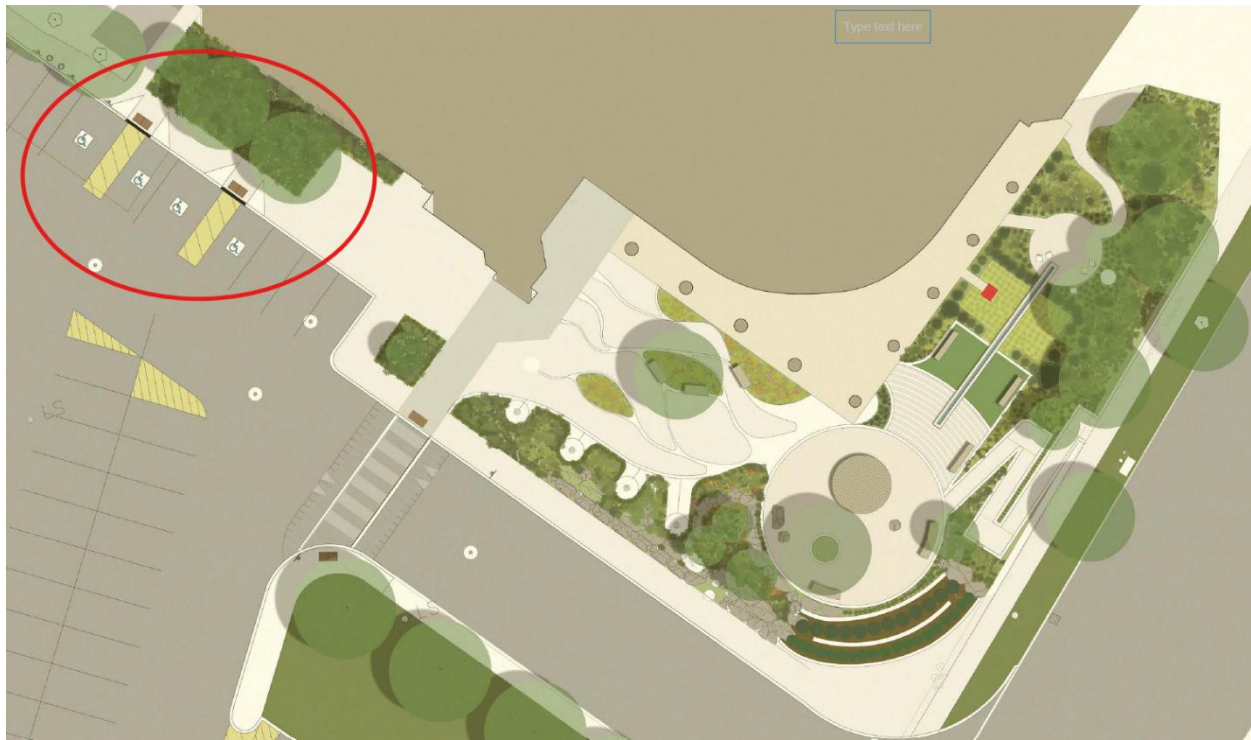
The location of the Reflection Space provides strong connectivity to adjacent amenities, including the Arboretum and Queen's Diamond Jubilee Park. Two options were considered to enhance this connection. The preferred option introduces an accessible ramp along the east slope within the Sky Ribbon forest section, creating a direct link to John West Way. An alternative option would establish a secondary entrance by extending a pathway from the south parking lot sidewalk.

To maintain security and functionality, vehicular access within the Reflection Space will be prohibited. Current behaviors, such as driving through accessible stalls and between flagpoles, will be addressed through design changes. Flagpoles will be repositioned, accessible parking relocated, and armour stone incorporated as a natural barrier and delineating feature. The design includes distinct areas for both community gatherings and individual contemplation, with Crime Prevention Through Environmental Design (CPTED) principles integrated to ensure safety.

**Accessibility is a core principle of the design ensuring that all visitors can engage meaningfully with the site**

Accessible parking stalls, currently divided on either side of the Town Hall entrance, will be consolidated on the west side (Figure #5). This location provides a safer and more convenient option, allowing visitors to exit their vehicles without crossing paths with incoming or circulating traffic in the main lot.





*Figure 5 The new location for accessible parking stalls shown within the red oval.*

The site features gentle, natural grade variations to define distinct zones while maintaining accessibility. The plaza remains level, and landscaped mounds introduce subtle elevation changes for privacy and noise buffering without steep slopes. The Reflection Space will feature smooth, level surfaces with expansion joints that are the same as those used in standard sidewalks. All transitions are gradual and visually integrated, ensuring comfort and mobility for all visitors. Accessibility concerns regarding mobility through grass were raised by the Accessibility Advisory Committee, and the design team will explore adding an accessible path to ensure equitable access.

The design includes accessible seating throughout as well as near the re-positioned flagpoles ensuring that attendees who cannot stand for long periods can fully participate in ceremonies. These seats are located along barrier-free routes within the plaza, allowing individuals using mobility devices to reach and remain in the gathering area without difficulty. This ensures that inclusive viewing options are integrated directly into the event space.

**The design proposes a significant reduction in the amount of hardscaping by introducing more landscaped elements that follow a practical maintenance and planting plan**

The design reduces paved surfaces at the front by approximately 40%, supporting a more sustainable and visually appealing layout. Snow removal will primarily be

managed with snowblowers, subject to staff capacity, and all perennials selected will be salt-tolerant to withstand winter conditions.

Plantings will stabilize slopes and include salt-tolerant species where necessary. An aggressive planting approach will be used to accelerate establishment and minimize start-up maintenance. The planting plan is still in development, but examples of plant species being considered include American Black Currant, Bush Honeysuckle, Snowberries, and native grasses such as Prairie Dropseed and Oak Sedge. The planting plan is being developed with input and guidance from the Town's Parks Division.

The design incorporates a turf seed mix in a small, intentional contemplative area, while all slopes and soft-scaped zones will use dense, native groundcover plantings selected for durability, salt tolerance, and slope stabilization.

### **The Reflection Space creates an adaptable, enhanced setting that supports and elevates Town Hall flag-raising ceremonies**

This design introduces a large and open area that can comfortably support substantial crowds, improving both comfort and circulation during events. In the new layout, the three existing flagpoles are repositioned and a fourth has been added. This creates a more intentional configuration that supports current flag-raising formats and provides capacity for future flag expansion.

The new circular platform serves as a flexible feature for speakers or ceremony leads, offering modest elevation that improves visibility without the need for a formal stage. The surrounding plaza also includes added seating to provide comfort for attendees during flag raising ceremonies, ensuring that participants can remain close to the event without standing for extended periods.

### **Council's approval of the recommendations will allow staff to proceed with next steps**

To advance this project, the next steps include finalizing the design and tendering the project for construction in tandem with the Town Hall Parking Lot capital project.

### **Advisory Committee Review**

The design has been brought forward to the Accessibility Advisory Committee, Parks and Recreation Advisory Committee as well as the Indigenous Relations Committee.

The Accessibility Advisory Committee expressed overall support for the accessible elements incorporated into the Reflection Space design, including the barrier-free circulation routes, accessible seating near the flagpoles, smooth paving surfaces, and clear opportunities for inclusive participation during ceremonies. Committee members also raised several constructive questions, including concerns about the usability of crushed limestone surfaces, the ability to access the grassy areas and the Sky Ribbon feature with mobility devices, and the height and functionality of the central platform for speakers using wheelchairs.

The Parks and Recreation Advisory Committee was overall supportive of the Reflection Space design and posed several thoughtful questions. Committee members asked how the space would function during high-tension e.g. political or emotionally charged gatherings. The consultant noted that the design cannot account for the entire spectrum of emotions that may arise during community gatherings, but it does use a progression of spaces and landscape elements to help diffuse intensity and guide quieter reflective use. Members also asked about pathway impacts, material choices, and general functionality.

The Indigenous Relations Committee supported adding more natural planting areas to help connect people to the land in a meaningful way. Committee members raised questions about seating and how people of all ages and abilities would move through the space. They also valued having places for cultural offerings and supported the long-term goal of creating a welcoming area that can grow with Aurora's diverse communities.

Feedback from all three committees has been incorporated into the design being presented.

## **Legal Considerations**

None.

## **Financial Implications**

Through capital project No. AM0337 – Town Hall Community Reflection Space Council has approved a total of \$275,000 in budget authority in support of this space's design and construction.

## **Communications Considerations**

The Community Reflection Space will serve as an important gathering place in Aurora where residents can come together in times of sorrow and to honour those affected by tragic events. The Town will promote the space through a variety of communications channels, including: the Town website, social media platforms, the Notice Board, a media release, and mention in the Town external newsletter.

## **Climate Change Considerations**

Green infrastructure and green procurement will be considered during construction to minimize the impacts of a changing climate.

## **Link to Strategic Plan**

The Community Reflection Space 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:

- Celebrating and promoting our culture
- Strengthening the fabric of our community
- Encouraging an active and healthy lifestyle

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

1. Council may provide further direction.

## **Conclusions**

This report provides an update on the Reflection Space project and seeks Council's approval of the design.

## **Attachments**

Attachment 1 – "River Plaza" and "Sky Ribbon" Forest Sketches

Attachment 2 – Community Reflection Space Overview

Attachment 3 – Sky Ribbon Feature



Attachment 4 – Community Reflection Space Model

Attachment 5 – Presentation

## **Previous Reports**

CMS23-050, Outdoor Community Reflection Space, November 21, 2023; and  
CMS24-022, Community Reflection Space Location, July 9, 2024.

## **Pre-submission Review**

Agenda Management Team review on January 22, 2026

## **Approvals**

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



"River Plaza"



"Sky Ribbon Forest"

Attachment 1 - River Plaza and Sky Ribbon Forest Sketches



Attachment 2 - Community Reflection Space Overview





Attachment 3 - Sky Ribbon Feature



Contemplation Space with vegetation removed to show hardscape elements and spatial relationship of distinct areas.



Attachment 4 - Community Reflection Space Model



Note: Trees represented as columns as to not visually block general design intent.





# Aurora Community Reflection Space

**FOTENN**  
Planning + Design



Chisholm, Fleming & Associates  
CONSULTING ENGINEERS

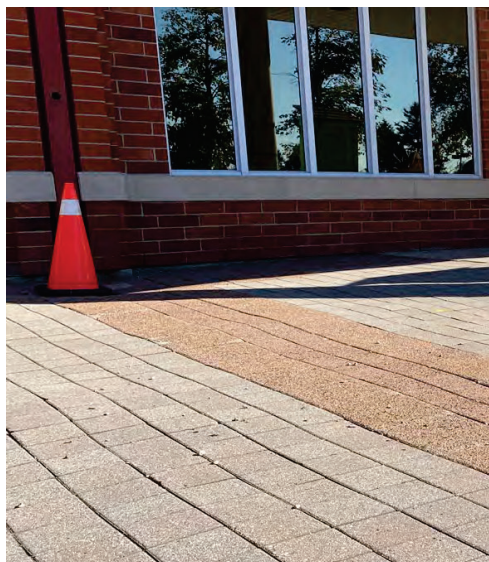


Our collective design work and proposed interventions are informed by the robust public engagement process carried out by the Town of Aurora, including critical input from the following KEY groups:

- Town of Aurora's Indigenous Relations Committee
- Accessibility Advisory Committee
- Parks & Recreation Advisory Committee
- York Regional Police
- Oasis Bereavement
- Town Staff & Residents



## Existing Conditions



### Surfaces and Water

Existing Pavement in need of replacement. Buckling, sinking, and breakage pose hazards to wheel chairs, walkers, canes, and strollers. Collectively the general condition belays poor drainage and material end of life.





#### Cultural Practices and Durability

Existing trees are in poor condition if not dead. Trees show sign of restricted soil volumes and poor soil conditions. De-icing salt is likely contributing to mortality.

Note: This was not the only orange cone on site in the pedestrian area.









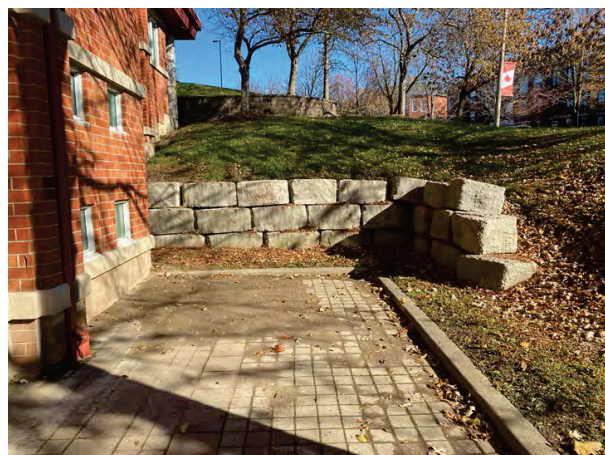
Poorly Defined Space

**Left:** Bollards currently used to deter vehicles on pedestrian areas.

**Right:** Unit paving damage from repeat vehicle encroachment.







### Erosion and Unstable Slopes

Currently soil type combined with grading strategy has created a highly erodible condition, with bare soils and shifting infrastructure. These steep slopes also pose as a general barrier to the surrounding community.

















Note: Trees represented as columns as to not visually block general design intent.







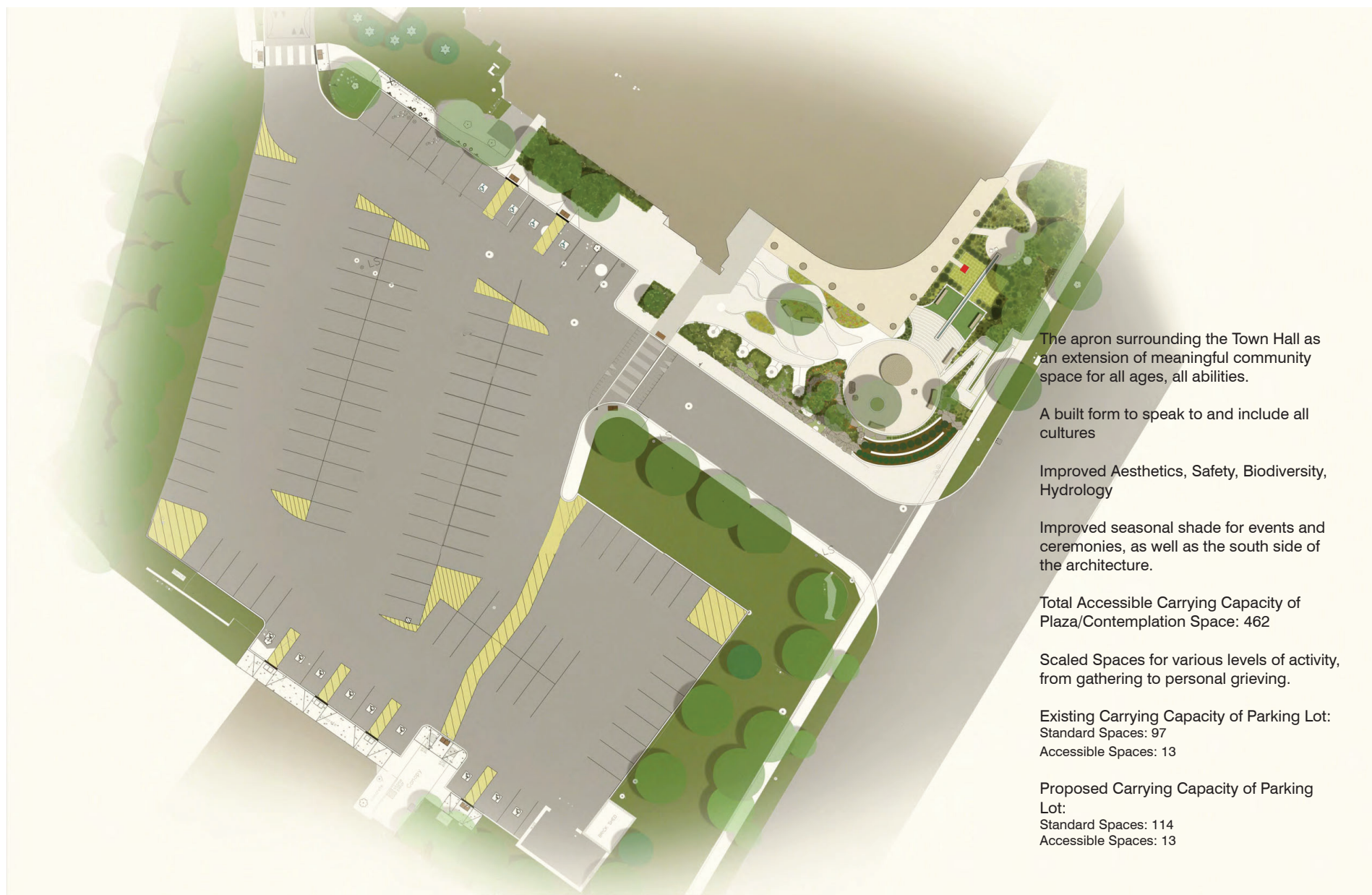


Image of "Sky Ribbon" Plinth depicting simple formwork impression that fades as it grows further from the Gathering Place.  
Note: Vegetation removed to show relationship to adjacent spaces.





Contemplation Space with vegetation removed to show hardscape elements and spatial relationship of distinct areas.







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Town of Aurora

## Committee of the Whole Report

No. CMS26-002

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**Subject:** Victoria Hall Refurbishment Funding Increase

**Prepared by:** Kyle Stitt- Manager, Facilities Management

**Department:** Community Services

**Date:** February 10, 2026

---

### Recommendation

1. That Report No. CMS26-002 be received; and
2. That capital project number AM0259 - Victoria Hall Refurbishment budget authority be increased by \$1,682,000 to a total of \$2,182,000; and
3. That this project's total revised budget authority of \$2,182,000 be funded by \$500,000 and \$1,682,000 from the Facility Asset Management and Growth & New reserves, respectively; and
4. That Council delegate authority to the Department Head, in accordance with the Procurement By-law, to approve a Non-Standard Procurement for consulting services greater than \$250,000, if required.

### Executive Summary

Following concept design, it was determined the current budget authority of \$500,000 is insufficient to meet the Town's objectives to refurbish Victoria Hall. New information and unforeseen conditions have invalidated both original estimates and early feasibility studies, thus impacting staff's ability to complete the project under its existing budget authority. Additional funding is required to meet the Town's objectives to construct a suitable space for public or tenanted use.

- Council approved a refurbishment project through the 2025 budget process.
- Additional structural, electrical, and mechanical studies were required since project inception.

- With the newly understood project complexity, additional consulting services are required.
- Staff commissioned a Class D estimate following initial design.

## Background

### **Council approved a refurbishment project through the 2025 budget process**

As part of the 2025 budget, capital budget authority of \$500,000 was approved to begin work on the refurbishment of 27 Mosley, Victoria Hall. Project objectives were to complete repairs to Victoria Hall and render a multi-functional facility complying with current energy codes, as well as *Accessibility for Ontarians with Disabilities Act (AODA), 2005* and accessibility requirements.

## Analysis

### **Additional structural, electrical, and mechanical studies were required since project inception**

In 2024, the Town contracted an Engineering/Architectural firm to conduct a feasibility study of the Victoria Hall building. The scope included visual assessments of building components, a review of the Historic Designation Status, and a review of previous condition assessment reports. Although this initial study assessed a majority of the facility's infrastructure, a comprehensive review of the flooring structure was not conducted due to the inaccessibility of the sub floor components.

As part of concept design in 2025, expansive engineering reviews were conducted on the building structure, electrical, and mechanical systems. These reviews identified that the flooring systems within the facility had badly deteriorated from dry rot and were not able to support the loads required by the Ontario Building Code for future use.

Additionally, the existing addition on the south end of the property is sub-standard and constricts the ability to construct an *AODA* compliant ramp. Furthermore, the current south addition does not harmonize with the existing heritage building, nor the newly developed Aurora Town Square. To achieve a useable facility that is conducive to supporting long term use, demolition and construction of a new slab on grade flooring structure as well as a new addition compliant with *AODA* requirements is needed.

Attachment 1 provides a proposed rendering of the south addition that staff will use as the basis for continued design packages.

The 2024 feasibility study deemed the existing electrical and mechanical service adequate to support early concept scope; however, given the expansion of the required renovations, including a completely new interior construction, reliance on the current service and infrastructure would not be conducive to supporting the future needs of the facility. The complete demolition and reconstruction of interior components, except designated heritage items, will mean that significant electrical and mechanical infrastructure replacements are required for any future envisioned use.

### **With the newly understood project complexity, additional consulting services are required**

Due to the newly understood project complexity, consulting services to assist with detailed design and contract administration may account for ~20 per cent of construction costs. In 2025, staff contracted an architectural firm to conduct additional reviews and initial concept design under a low value procurement. Given the expanded scope and complex coordination related to the project, a contract amendment is required to continue with design and construction administration services. Anticipated consulting costs are expected to near \$250,000 and may exceed if additional design work is required throughout the project. This threshold exceeds staff's authority and may pose a risk to the project's schedule if staff are not able to approve unforeseen work. Additional time, costs, and staff resources could be required to cease progress and seek Council approval during detailed design or construction, potentially causing a significant inconvenience for the Town. Staff have worked closely with the project's current prime consultant to ensure the project will be overseen by the required multi-disciplinary sub-consultants. This includes the retention of all required civil engineering disciplines as well as a heritage subconsultant to advise the Town during detailed design, committee review, and permit application. Therefore, staff are seeking authority to approve potential future cumulative contract amendments over \$250,000.

### **Staff commissioned a Class D estimate following initial design**

Following the completion of additional studies and initial design, staff commissioned a Class D estimate using the preliminary concept drawings. These estimates are used in early concept design and provide a high-level cost estimate using limited design information, historical data, and broad assumptions. Although staff have endeavoured to provide an objective estimate of the anticipated project costs, reliance on a Class D estimate throughout the project cycle is risky due to the high level of uncertainty and limited reliability of the underlying assumptions. Staff will refine project estimates



throughout the remaining design phase and may require additional Council reports for budget authority variances outside staff's authority.

### **Advisory Committee Review**

The Accessibility Advisory Committee and the Heritage Advisory Committee will be consulted at future meetings to obtain their input into the detailed design phase of the project.

### **Legal Considerations**

The Town's Procurement By-law requires that non-standard procurement awards over \$250,000 be approved by Council. The Procurement By-law allows Council to delegate authority to the Department. Staff is requesting this delegated authority in order to minimize any delays.

If Council does not approve the funding, existing contracts include clauses that permit the Town to not move forward with projects. The Town will be required to compensate vendors for completed work.

### **Financial Implications**

The Class D total estimated cost for the proposed Victoria Hall Refurbishment is \$2,182,000.

Should Council decide to proceed with the proposed refurbishment as presented, based upon its Class D estimate it would need to increase the capital budget authority for project AM0259 - Victoria Hall Refurbishment by a total of \$1,682,000 from its current amount of \$500,000 to \$2,182,000.

Staff would recommend that if approved the total revised capital budget authority of \$2,182,000 for this project be funded by \$500,000 from the Facility Asset Management and \$1,682,000 from the Growth & New reserves. The \$500,000 contribution from the Facility Asset Management reserve has already been planned for as part of the Town's current ten-year capital and reserve management plan. If required, staff believe the unplanned \$1,682,000 draw from the Growth & New reserve can be accommodated by this reserve due to the delay of other planned growth project work because of insufficient development charge revenue. Many growth projects are funded by a

combination of development charge revenue and a draw from the Growth & New reserve in consideration of the benefit to existing taxpayers of a project.

## Communications Considerations

This report will be posted on the Town's website.

## Climate Change Considerations

The renovations of Victoria Hall enable the efficient use of an under-utilized property. The proposed investment will also support the overall long-term sustainability of the building.

## Link to Strategic Plan

The refurbishment of Victoria Hall supports the Strategic Plan goal of **Enabling a diverse, creative 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.** The re-imagining of Victoria Hall will revitalize and possibly promote entrepreneurship within the downtown core.

## Alternative(s) to the Recommendation

1. Council may provide alternate direction.

## Conclusions

Additional studies have identified poor structural components, sub-standard building conditions related to the addition on the south of the property, and inadequate utility infrastructure. These newly identified constraints, along with insufficient initial estimates prohibit this project from continuing past the design and tendering phase. Delegated authority to approve a high-value non-standard procurement may be required to continue progress on the project or risk additional time, costs, and staff resources.

## Attachments

Attachment 1- Proposed South Addition Rendering

February 10, 2026

6 of 6

Report No. CMS26-002

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## **Previous Reports**

None

## **Pre-submission Review**

Agenda Management Team review on January 22, 2026

## **Approvals**

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



**Attachment 1-Proposed South Addition Rendering**





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Town of Aurora

## Committee of the Whole Report

No. CS26-003

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**Subject:** Diversity, Equity and Inclusion Strategic Plan Status Report

**Prepared by:** Gregory Peri, Accessibility Advisor

**Department:** Corporate Services

**Date:** February 10, 2026

---

### Recommendation

1. That Report No. CS26-003 be received for information.

### Executive Summary

This report provides an update on the Town of Aurora's corporate Diversity, Equity and Inclusion (D.E.I.) initiatives and the progress made toward achieving them.

- The Town's Diversity, Equity and Inclusion 2021–2024 Strategic Action Plan provides the foundation for advancing D.E.I. across the organization.
- The Town has made progress in embedding D.E.I. principles into its operations and workplace culture.
- Between 2021 and 2025, forty-nine initiatives have reached full completion, particularly those related to employee retention, inclusive recruitment, and the strengthening of strategic partnerships.
- Seven initiatives from the Strategic Plan remain under review. These items require further evaluation, employee-led interest, system readiness, or additional resources to proceed.
- While a new plan is not being developed, the next phase focuses on developing a set of recommendations and identification of resources required that will be used to advance key D.E.I. initiatives.

## Background

**The Town's Diversity, Equity and Inclusion 2021–2024 Strategic Action Plan provides the foundation for advancing D.E.I. across the organization.**

The D.E.I Plan was approved by Council on Tuesday, October 26, 2021, and provides recommendations on how the Town can improve its workplace diversity and equity. The plan was developed based on a review of key Town documents and policies, input from the senior leadership team and key collaborators.

The plan emphasizes the removal of barriers, the promotion of equitable practices, and the cultivation of a culture that values and celebrates diversity. Building on this foundation, the Town adopted a results-based approach for 2025, using measurable objectives and key results (O.K.Rs) to track progress and maintain accountability.

**The Town has made progress in embedding D.E.I. principles into its operations and workplace culture.**

Upon approval of the 2021 D.E.I. Strategic Plan, Town staff initiated the implementation of its outlined actions. These undertakings varied in scope and complexity as various divisions collaborated to ensure the implementation of the plan was successful.

In 2024, Council received CMS24-044, Diversity, Equity and Inclusion Status Update, which was a report relating to D.E.I efforts within the community. The purpose of this report is to provide Council with information regarding D.E.I initiatives and advancements made within the organization.

## Analysis

**Between 2021 and 2025, forty-nine initiatives have reached full completion, particularly those related to employee retention, inclusive recruitment, and the strengthening of strategic partnerships.**

Collectively, this work reflects a sustained effort to embed D.E.I. principles into core people practices, talent acquisition, and external collaboration across the organization.

## Organizational Culture

Efforts to strengthen organizational culture have focused on fostering collaboration, inclusion, and belonging across the workforce. Feedback from the employee engagement survey and staff feedback sessions with Excellence Canada indicate



positive movement in staff perceptions of inclusion and workplace culture. Town staff will continue to use engagement survey data as a primary tool for measuring organizational culture and identifying opportunities for improvement.

### **Recruitment**

Recruitment practices as it relates to D.E.I. have also improved. Job postings have been reviewed to ensure inclusive and bias-free language, and equal opportunity principles have been embedded throughout the recruitment process. These updates, along with targeted outreach and partnerships with external organizations, have diversified the candidate recruitment pool.

The Town has also established and maintained recruitment partnerships with a range of organization and platforms, each with their own Diversity, Equity and Inclusion programs. These include universities and colleges, the WXN Career Centre, Charity Village, Work in Culture, Municipal World, social media platforms and local newspapers.

Combining efforts with those of our partners ensure that the town of Aurora is recruiting from the widest range of candidates possible.

### **Partnerships**

Strategic partnerships have continued to expand, with the Town developing a comprehensive inventory of existing alliances and forming new connections with agencies that support diverse talent sourcing. These relationships are essential to ensuring that the Town's workforce reflects the diversity of the community it serves.

### **Training and Development**

Training and development efforts have focused on reviewing and updating corporate policies to ensure they reflect equitable and inclusive practices. Leadership training has also been delivered, including organization-wide sessions with external facilitators to build awareness and understanding of equity, bias and inclusive leadership. Further mandatory D.E.I. training for all staff and people leaders has been identified as an outstanding item and will be reviewed in conjunction with the implementation of the Town's new Learning Management System (L.M.S.). New onboarding modules and refresher training opportunities are anticipated to be rolled out in 2026.

**Seven initiatives from the Strategic Plan remain under review. These items require further evaluation, employee-led interest, system readiness, or additional resources to proceed.**

The creation of Employee Resource Groups underwent a pragmatic review, however, best practice is clear that these groups must be employee-led to be successful. The Town supports and encourages the formation of Employee Resource Groups where there is demonstrated interest and leadership from staff, with corporate support available through C.M.T. or E.L.T. The need for such groups will continue to be evaluated, informed by employee engagement survey results, which show improved inclusion benchmarks since 2020.

Building on corporate-wide training delivered in 2025, training for diverse hiring panels and unconscious bias will be revisited through the L.M.S. Efforts to make the workplace more welcoming for diverse employees, including identification of quiet or spiritual spaces, has largely been addressed through existing spaces and inclusive practices. Increasing awareness and additional communication are the next steps to achieve completion.

The development of a formal D.E.I. lens remains an outstanding initiative. While the Strategic Action Plan identified this as a recommendation, implementation requires a multi-year approach and external consultant expertise. Staff will review the feasibility of developing a D.E.I. lens, including the external resources required, recognizing that this tool would support many remaining initiatives, including communications, service delivery, and training.

The implementation of a Talent Management System and expanded use of workforce data remains under review. At present, the Town relies primarily on employee engagement survey data to inform decision-making. Opportunities to leverage additional analytics will be explored as new systems are implemented.

Similarly, a corporate communication strategy focused on D.E.I. will be developed once a formal D.E.I. lens is established, ensuring consistent and clear messaging across the organization.

**While a new plan is not being developed, the next phase focuses on developing a set of recommendations and identification of resources is required that will be used to advance key D.E.I. initiatives.**

Staff undertook a comprehensive review to confirm completed initiatives and identify outstanding actions. Over the coming months, staff will focus on developing and

refining future Objectives and Key Results (O.K.Rs) to ensure measurable, realistic, and transparent tracking of progress. Staff are also exploring the possibility of partnering with York University to develop further D.E.I opportunities.

### **Advisory Committee Review**

The Diversity, Equity, Inclusion Strategic Plan has been reviewed as part of the Multi-Year Accessibility Plan, by the Accessibility Advisory Committee.

### **Legal Considerations**

None.

### **Financial Implications**

There is sufficient funding within the approved budget in support of the Town's Diversity, Equity and Inclusion 2021–2024 Strategic Action Plan. Should an incremental funding need arise from this plan, staff will bring a report to Council for its consideration as appropriate.

### **Communications Considerations**

D.E.I initiatives are communicated to staff through all staff emails and through internal newsletters. In addition, any D.E.I. initiatives that are training based are placed on the corporate calendar on the employee intranet. This report will also be posted on the Town's website.

### **Climate Change Considerations**

The recommendation does not impact greenhouse gas emissions or impact climate change adaptation.

### **Link to Strategic Plan**

The Diversity, Equity and Inclusion (D.E.I.) initiatives supports the Strategic Plan goal of **Supporting an exceptional quality of life for all** through its alignment with the objective of **Celebrating and promoting our culture**. This is achieved by advancing initiatives that



create a more inclusive and welcoming community environment where all residents and employees feel represented and valued.

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

1. None.

### **Conclusions**

The Town is making meaningful progress in advancing diversity, equity, and inclusion (D.E.I.), including the implementation of best practices, the development of a corporate D.E.I. framework, and the expansion of learning opportunities. These initiatives will carry forward into the next phase to ensure continued alignment with our commitment to fostering a diverse, equitable and inclusive organization.

### **Attachments**

None.

### **Previous Reports**

CS21-056, Diversity Equity & Inclusion Strategic Action Plan 2021-2024, October 19, 2021

CMS24-044, Diversity, Equity and Inclusion Status Update, December 2, 2024

### **Pre-submission Review**

Agenda Management Team review on January 22, 2026

### **Approvals**

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

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora  
**Committee of the Whole Report**  
No. CS26-005

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**Subject:** Third Party Consultant Contractual Release

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

**Department:** Corporate Services

**Date:** February 10, 2026

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## Recommendation

1. That Report No. CS26-005 be received; and
2. That staff implement the framework to release third-party consulting reports, studies or analyses as set out in this report.

## Executive Summary

The purpose of this report is to provide Council with a proposed implementation framework to ensure that all future reports, studies and analyses commissioned from third-party consultants on behalf of the Town may be released to the public.

- On October 14, 2025, Council passed a motion relating to the release of third-party consultant reports.
- The public release of documents is subject to the requirements of the *Municipal Freedom of Information and Protection of Privacy Act*.
- The Town has a routine disclosure policy which is designed to streamline the Town's release of records.
- Many of the Town's records are already made public and may be found in the Public Records Repository section of the Town's website.
- The Town's standard consulting contract for a mid-value procurement or an open competition already includes clauses that permit the release of deliverables.

- Town staff will ensure that this requirement be included in any other contracts, including those relating to land acquisitions or dispositions.
- A process to identify and release eligible third-party consulting reports, studies or analyses from prior closed session meetings will be implemented moving forward.

## **Background**

**On October 14, 2025, Council passed a motion relating to the release of third-party consultant reports.**

The motion passed by Council is as follows:

1. Now Therefore Be It Hereby Resolved That staff be directed to ensure that all future reports, studies, and analyses commissioned from third-party consultants on behalf of the Town of Aurora include a contractual provision or written release permitting their public disclosure, in whole or in part, at the discretion of the Town; and
2. Be It Further Resolved That staff be further directed to make publicly available any third-party reports or portions thereof that are not subject to legal, privacy, security or contractual restrictions, including those originally considered in closed session, once the reason for confidentiality no longer applies; and
3. Be It Further Resolved That staff report back to Council through a public agenda, at the February 2026 agenda cycle with a proposed implementation framework, including recommended updates to procurement documents, standard contract language, and a process for identifying and releasing eligible reports from prior closed sessions; and
4. Be It Further Resolved That this policy applies to all new reports commissioned after the date of this motion and be incorporated into all relevant procurement and contract management practices going forward.

**The public release of documents is subject to the requirements of the *Municipal Freedom of Information and Protection of Privacy Act*.**

This legislation ("MFIPPA") states that every person has a right of access to a record or a part of a record in the custody or under the control of the Town unless the record or the part of the record falls within one of the exemptions set out in the legislation. In general, records are released, upon request, by an individual making a Freedom of Information ("FOI") request.

**The Town has a routine disclosure policy which is designed to streamline the Town's release of records.**

Not only can any individual request records through an FOI request, the Town also promotes the routine disclosure and active dissemination of certain records in accordance with a policy (Attachment 1). Routine disclosure involves the release of certain records identified in Appendix A of the policy in response to requests made informally. A request is made directly through the department that generated the records. The records identified in Appendix A may be released by the department without requiring the individual to submit an FOI request. Despite the Town providing routine disclosure, there may be situations where the Town will require the individual to request records through an FOI request, such as requesting older or numerous records, or requesting records for or related to a legal proceeding.

**Many of the Town's records are already made public and are found in the Public Records Repository section of the Town's website**

Active dissemination involves the routine or periodic release of Town records identified in Appendix B of the policy in the absence of any request. These records are classified as public records and may be released at any time. Any individual may visit <https://records.aurora.ca> for a comprehensive history of the Town's agendas, minutes, by-laws and select policies.

The purpose of this report is to provide Council with a proposed implementation framework to ensure that all future reports, studies and analyses commissioned from third-party consultants on behalf of the Town may be released to the public.



## Analysis

**The Town's standard consulting contract for a mid-value procurement or an open competition already include clauses that permit the disclosure of deliverables.**

According to the Procurement By-law, contracts are required for mid-value procurements and open competition procurements, which are subject to the Town's contract templates. The Town's current consulting contract templates include clauses that transfer ownership of any reports or studies to the Town. Since the Town is the owner of the report or study, the Town has the sole discretion of whether a consulting report, study or analysis may be released to the public. However, to ensure there is no ambiguity, a clause has been added to the consulting contract template whereby the consultant acknowledges and agrees at the outset that any reports, studies or analyses provided by the consultant may be disclosed publicly by the Town at the Town's sole discretion.

In addition, many third-party consultants retained by the Town are for the purposes of preparing corporate reports, studies or analyses that are then presented to Council at an open session meeting. Examples include the Community Planning Permit System, the Transportation Master Plan, Asset Management Plan, etc. These reports are attached to a staff report and are therefore, publicly available in the Town's Public Records Repository.

**Town staff will ensure that this requirement be included in any other contracts, including those relating to land acquisitions or dispositions.**

There are some projects or transactions that either do not require a contract (i.e. low-value procurements) or where other contracts are used that are not the Town's standard procurement contracts. In these cases, staff propose that where contracts are not necessary, the consultant will be asked to sign an acknowledgement that all or part of the report, study or analysis prepared on behalf of the Town may be released in accordance with Council's direction set out in the above motion and that the consultant grants its consent to do so. Where contracts are used that are not the Town's standard procurement contracts (for example, the consultant provides its form of contract), staff will ensure that the contract includes the appropriate clauses so that the consultant that is being engaged is aware that all or part of the report, study or analysis may be released in accordance with Council's direction.

**A process to identify and release eligible third-party consulting reports, studies or analyses from prior closed session meetings will be implemented moving forward.**

Third-party consultant reports, studies or analyses that are part of confidential staff reports are typically used to provide Council with advice or recommendations on a Town project or to assist Council in deciding whether to acquire or dispose of a property, including purchases, sales or leasing arrangements.

Staff propose that moving forward, the Clerk's office will review all third-party consultant reports, studies and analyses that were part of a closed session meeting and, in consultation with Legal Services staff and Finance staff, determine whether any of the documents may be released, in whole or in part. If there aren't any legal, privacy, security or contractual restrictions that prohibit the release of the document, the document (or any part thereof) will be made available to the public through the Town's Public Records Repository. The timing of this review will be done upon the completion of the transaction or the project for which the third-party consultant was retained.

### **Advisory Committee Review**

Not applicable.

### **Legal Considerations**

If the Town releases all or part of any record that is no longer considered confidential, staff would still be required to redact any personal information. MFIPPA provides that municipalities are not permitted to release personal information of any individuals, unless such individual consents to the release.

Further, MFIPPA also prohibits the release of third-party information, including trade secrets or scientific, technical, commercial, financial, or labour-relations information supplied in confidence, if releasing it could reasonably be expected to cause specific harms. There is also a strict prohibition on releasing information obtained from tax returns or collected for determining or enforcing tax liability. These third-party prohibitions apply unless the affected third party provides consent for the release.

### **Financial Implications**

None.

## **Communications Considerations**

Staff propose that any reports, plans or analyses that are released be accessible through the Town's Public Records Repository found on the Town's website.

## **Climate Change Considerations**

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

## **Link to Strategic Plan**

The release of Town records support's the Town's objective to promoting service accountability, excellence and innovation.

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

1. Council provide direction.

## **Conclusions**

Council directed staff to report back with a proposed implementation framework to ensure that all future reports, studies and analyses commissioned from third-party consultants on behalf of the Town may be released to the public. In accordance with the Town's Routine Disclosure Policy, many of the Town's records are already made public. In addition, the Town's standard procurement contracts for consultants already include clauses that permit the release of deliverables. For all other contracts, staff will ensure that the consultant acknowledges and consents at the outset that any report, study or analysis provided by the consultant may be released to the public.

## **Attachments**

Attachment 1 – Routine Disclosure Policy dated October 5, 2022, as revised on September 26, 2024

## **Previous Reports**

None.

February 10, 2026

7 of 7

Report No. CS26-005

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## **Pre-submission Review**

Agenda Management Team review on January 22, 2026

## **Approvals**

Approved by Doug Nadorozny, Chief Administrative Officer





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Town of Aurora

## Policy

Legislative Services

Contact: Program Manager, Records Management

Approval Authority: CAO

Effective: October 5, 2022

Revised: September 26, 2024

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## Routine Disclosure

### Purpose

Routine disclosure is the release of the Town of Aurora's administrative or operational records. Members of the public can request the release of records through this policy, or through the [Municipal Freedom of Information and Protection of Privacy Act](#) (the "Act").

In compliance with the [Act](#), the Town has put measures into place that provide access to records and information and protect personal information.

This policy is designed to streamline the Town's release of records to support the organization's operating needs and transparency by supporting good business practices and internal controls and authorities.

### Scope

This policy applies to all Town employees, elected officials, students and volunteers, contractors, subcontractors and third-party providers offering services on behalf of the Town, who have access to or in the course of their duties handle any records under the custody and control of the Town, regardless of medium and / or format. Further, this policy applies to any collection, use and / or disclosure of any personal information by the Town. It does not apply to records or information subject to any exemptions as per the [Act](#).

### Definitions

#### Active Dissemination

The routine or periodic release of Town records identified in Appendix B in the absence of a request. These records are classified as public records as per the [Record Classification Structure and Retention By-law](#) Schedule A and can be released by departments at any time.

### **Confidential Information**

Any information that is of a personal nature to Town employees or clients or information that is not available to the public. If disclosed, the information could result in loss or damage to the Town or could give the persons to whom it is disclosed an advantage.

### **Freedom of Information (Freedom of Information) Requests**

A written request by a person seeking access to records under Section 17 (1) of the [Act](#) or, an individual seeking access to their own personal information under Section 37 (1) of the [Act](#).

### **Head**

The Town Clerk, as designated by a by-law enacted by Aurora Town Council.

### **Informal Requests**

Written requests which do not require processes outlined in the [Act](#).

### **Personal Information**

As defined by the [Act](#), personal information is recorded information about an individual's identity, including:

- Information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual
- Information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved
- Any identifying number, symbol or other particular assigned to the individual
- The address, telephone number, fingerprints or blood type of the individual
- The personal opinions or views of the individual except if they relate to another individual
- Correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence
- The views or opinions of another individual about the individual
- The individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual

Identity information in a business context is not considered personal information.

### **Redact**

The process of concealing sensitive information prior to publication or release.

### **Routine Disclosure**

The release of certain records identified in [Appendix A](#) in response to requests made informally and not through Freedom of Information requests.

### **Third-party Information**

Personal information of a person, or scientific, technical, commercial, financial, or labour relations information supplied by someone other than the requestor or the Town.

### **Policy**

Key principles of the [Act](#) include:

- Most information held by public institutions should be publicly accessible
- Only under specific limited circumstances, as described in the [Act](#), should information be withheld from the public
- All personal information, and otherwise confidential information held by public institutions, should be protected from unwarranted disclosure
- Individuals who provide personal information to public institutions have a right at any time to view and/or correct this information

Records containing personal information will not be disclosed to anyone other than the individual to whom the information pertains to, unless the personal information is redacted first, or its release is authorized by a policy, by-law or legislation.

Records listed in [Appendix A](#) will only be disclosed through this policy and will not be released through a Freedom of Information request. The fee for records disclosed through this policy can be found in Freedom of Information the Town of Aurora's [Fees and Charges By-law](#). There are several exceptions to the fees, also listed in the [Fees and Charges By-law](#).

The following documents have fixed rates:

- Plot, Engineering Drawings
- Property Information Request
- Tax and Water / Wastewater Certificate

Documents being released without fixed rates will follow the rates Freedom of Information or Routine Disclosure rates in the [Fees and Charges By-law](#).

### **Active Dissemination**

- Records identified in [Appendix B](#) that can be released through active dissemination shall be released at the discretion of management or as required by legislation
- Records may be released through social media, physical or digital means as required, or in accordance with best practices by the appropriate department



## Responsibilities

### Employees

- Assist the public with informal requests for records
- Consult with their supervisor / manager / director or the Town Clerk when there are uncertainties about disclosure and / or dissemination
- Ensure that all personal information is protected as per the [Act](#)
- Notify their managers / supervisors immediately of any breach of privacy

### Management

- Assist the public with informal requests and active dissemination of records
- Consult with their director or the Town Clerk when there are uncertainties about disclosure and / or dissemination
- Ensure that personal information is protected and is not released outside of the [Act](#)
- Inform their director and the Town Clerk immediately of any breach of privacy

### Directors and CAO

- Oversee the routine disclosure and active dissemination of records associated with their departments
- Ensure all divisions within their departments maintain compliance with respect to privacy as set out in the [Act](#), and ensure all personal information is managed and protected
- Consult with the Town Clerk when there are uncertainties about disclosure and / or dissemination
- Communicate to the Town Clerk if there has been a breach of privacy

### Town Clerk

- Update appendices and procedures as required
- Monitor compliance with the policy and procedures
- Decide whether to approve a waiver of fees associated with access to any records
- Provide guidance as to the process to submit a formal Freedom of Information request
- Ensure Freedom of Information requests are processed as the delegated authority of the head under the [Act](#)
- Provide notice to any affected person if their privacy was breached and will ensure that a copy of the notice is attached to the file from where the original records are housed according to the [Record Classification Structure and Retention By-law](#)
- Notify the Information and Privacy Commissioner's (I.P.C.) office of any breach



## Monitoring and Maintenance

CAO / directors / managers / supervisors and employees should work collaboratively to resolve issues related to this policy. Any employee found to be disrespecting the terms of this policy other than under exceptional circumstances, emergencies or operational requirement is subject to an investigation and discipline deemed appropriate by their immediate supervisor, Human Resources, the Town Clerk and / or CAO.

This policy will be reviewed two years from its effective or revision date, in accordance with the Town of Aurora's policy maintenance schedule.

## References

- [Municipal Act, 2001, S.O. 2001, c. 25](#)
- [Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.](#)
- [Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56](#)
- [By-law - Fees and Charges - 6471-23](#)
- [By-law - Record Classification Structure and Retention Schedule - 6586-24](#)
- Policy - Code of Conduct
- Policy - Corporate Use of Social Media by Employees
- Standard Operating Procedure - Freedom of Information Request
- Standard Operating Procedure - Routine Disclosure
- [Town of Aurora Freedom of Information Webpage](#)

## Appendix A

### Record Series to be Released Through Routine Disclosure

- Access to Information & Personal Information Protection – Compliance Reports
- (Past) Achievement / Recognition Awards
- Air Photography
- Air Pollution and Control
- Building Permits\*
- By-laws
- Committee of Adjustment (CoA)
- Committees Appointed – Meeting Management
- Committees Appointed – Meeting Management Council / Committee Audio and Visual
- Council Agendas and Minutes
- Debt
- Drinking Water Quality Management System (DWQMS)
- Environmental Applications and Approvals
- Environmental Assessments
- Environmental Monitoring and Control
- Financial Information Return (FIR) and Municipal Performance Management Program (MPMP) Reporting
- Financial Statements and Auditor's Reports
- Fleet / Vehicle History and Maintenance Records for Fleet
- Hardware and Software Manuals / Instructions / Operating Procedures
- Heritage Resources
- Inspections – Building\*
- Job Descriptions
- Long Range Capital Plan Approved – Final
- (Past / Inactive) Maps
- Master Plans
- (Past / Inactive) Media Coverage about the Town of Aurora
- Municipal Election Administrative Records\*
- Municipal Election Records – Campaign Finance
- Noise Pollution and Control
- Ontario Land Tribunal Decisions
- Organization Design
- Pesticide / Herbicide Application
- Planning Applications\*
- Policies, Procedures, Standards and Guidelines
- (Past / Inactive) Presentation and Speeches

- Property Reference File (Residential and Non-Residential)\*
- Property Tax: Charity and Vacancy Rebates
- (Past / Inactive) Recreation Pool Water Testing
- Road and Linear Asset Design Planning / Reconstruction
- Staff Reports to Council
- Strategic and Administrative Plans
- Street Names and Numbers
- Training Opportunities – External
- Transportation Studies
- Tree Inspections
- Utility Location Records
- Weather Monitoring
- Web / Social Media Analytics
- Weed Control

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\* Personal information cannot be released unless it belongs to the person who has made the request and photo identification has been checked.

## Appendix B

### Record Series to be Released Through Active Dissemination

- Achievement / Recognition Awards
- Air Photography
- By-laws
- Cash Receipts<sup>i</sup>
- Committee of Adjustment (CoA)
- Committees Appointed – Meeting Management
- Council / Committee Audio and Visual
- Council Agendas and Minutes
- Election Records – Voters / Poll Lists<sup>ii</sup>
- External Website Content Management
- Hazardous Materials
- Heritage Resources
- Job Descriptions
- Long Range Capital Plan – Approved – Final
- Maps
- Master Plans
- Media Coverage about the Town of Aurora
- Municipal Election Records – Campaign Finance
- Organization Design
- Pesticide / Herbicide Application
- Photographs – Town of Aurora Event<sup>iii</sup>
- Presentations and Speeches
- Promotional, Publication Material and Information Packages Production and Distribution
- Property Assessment Rolls<sup>iv</sup>
- Property Tax Assessments, Levy Adjustments and Appeals
- Public Notices
- Recreation Pool Water Testing
- Recreational Program Records
- Staff Reports to Council<sup>v</sup>
- Strategic and Administrative Plans
- Street Names and Numbers
- Templates and Forms – Blanks

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<sup>i</sup> These records are only to be released to the person that made a payment and can provide proof of their transaction.

<sup>ii</sup> The Voters' List is available per the [Municipal Elections Act](#).



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iii Personal information must be redacted and cannot be released.

iv These records may only be viewed at Town Hall and can not be photocopied or photographed.

v Closed session staff reports cannot be released.



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Town of Aurora

## Committee of the Whole Report

No. FIN26-004

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**Subject:** 2026 Investment Policy Review

**Prepared by:** Laura Sheardown, Financial Management Advisor

**Department:** Finance

**Date:** February 10, 2026

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### Recommendation

1. That Report No. FIN26-004 be received; and
2. That Council approve the updated Investment Policy Statement.

### Executive Summary

The purpose of this report is to provide Council with the opportunity to review any changes made to the existing Investment Policy Statement that are recommended by staff.

- As required under the Prudent Investor regulations, Council shall review the Investment Policy Statement and any changes made by staff annually.

### Background

In May 2025, Council last approved the Investment Policy Statement for the Town that included an annual report back to Council with the following information:

- the Town's investment portfolio performance over the last year;
- the performance of the Town's Prudent Investor long-term (Monies Not Required Immediately) investments; and
- any changes to the existing Investment Policy Statement as recommended by staff.

At this time, staff are only reporting back on the changes recommended by staff to the existing Investment Policy Statement. The remainder of this information will be provided once the 2025 financial statements have been completed.

## **Analysis**

**As required under the Prudent Investor regulations, Council shall review the Investment Policy Statement and any changes recommended by staff annually**

Staff have reviewed the Town's current policy and only recommend one change being the movement of this Policy from the ONE JIB format to the standard Town of Aurora layout and structure.

## **Advisory Committee Review**

Not applicable.

## **Legal Considerations**

This report is to comply with the reporting requirements of Aurora's Investment Policy Statement and subsection 18(4) of O. Reg. 438/97, as amended, filed under the *Municipal Act, 2001*.

## **Financial Implications**

Investment income provides much needed supplementary revenue support to both the operating and capital budgets. The annual review of this policy allows staff the opportunity to provide recommendations to Council and to ensure that the town remains in compliance with the province's prudent investor legislation.

## **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 maintain the existing policy structure.

## **Conclusions**

The Town will continue to review the Investment Policy Statement on an annual basis to ensure that its continued compliance with the province's prudent investor legislation.

## **Attachments**

Attachment #1 – Town of Aurora's Investment Policy Statement

## **Previous Reports**

None.

## **Pre-submission Review**

Agenda Management Team review on January 22, 2026

## **Approvals**

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

Approved by Doug Nadorozny, Chief Administrative Officer





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Town of Aurora

## Policy

Financial Management

Contact: Advisor, Financial Management

Approval Authority: Aurora Town Council

Effective: August 11, 2015

Revised: May 27, 2025

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## Investment

### 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” (M.N.R.I.) 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 M.N.R.I. 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 M.N.R.I. 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 M.N.R.I. 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 M.N.R.I. and also money that is required immediately (M.R.I.). Municipalities retain the management and control of their M.R.I. The Act does not include any express

provisions that deal with the investment of M.R.I. 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 M.R.I. and because of the historical investment powers under the Act, a conservative approach is to invest M.R.I. 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 M.N.R.I. and M.R.I.,
- ii. principles governing the investment of each category of money, and
- iii. This Investment Policy Statement (I.P.S.) 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.

## **Purpose**

This I.P.S. governs the investment of the Municipality's M.N.R.I. and M.R.I. It is intended, among other things, to direct the Treasurer in the investment of M.R.I. and to direct ONE Joint Investment Board (ONE J.I.B.) in the investment of M.N.R.I. 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 M.N.R.I. pursuant to section 418.1 of the Act.

In addition to the Municipality's M.R.I. and M.N.R.I., 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 I.P.S.

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 I.P.S. as "Designated Funds", are listed in Schedule B of this I.P.S. The Designated Funds and the Restricted Special Assets, listed in Schedule A of this I.P.S., are identified in this I.P.S. 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 J.I.B. is not responsible for the investment activities or performance of Third- Party Trust Funds, Designated Funds or Restricted Special Assets.

The goals of this I.P.S. are to:

- Define and assign responsibilities for investment of M.R.I. and M.N.R.I.;
- 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 J.I.B. 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.

### **Governing Legislation**

Investments of M.R.I. will, in accordance with this I.P.S., only be made in Legal List Securities.

Investments of M.N.R.I. 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 J.I.B., must consider the following criteria in planning investments of M.N.R.I., 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.

### **Prudent Investor Standard**

For M.N.R.I., the standard to be used by the Municipality and ONE J.I.B. 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 M.N.R.I. 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 I.P.S. 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 I.P.S. and market factors. The Municipality's staff acting in accordance with written procedures and this I.P.S., 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 I.P.S.

### **Scope**

This I.P.S. applies to employees of the Municipality, to ONE J.I.B. and to the employees of ONE Investment. ONE J.I.B., the Treasurer, and any agent, sub-investment manager or advisor providing services to ONE J.I.B. in connection with the investment of the portfolio shall accept and strictly adhere to this I.P.S.

### **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 J.I.B. and authorized by ONE J.I.B. to exercise any of the functions of ONE J.I.B. 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 O.C.I.O. offering of ONE J.I.B. 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 J.I.B./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 (M.F.O.A.) which, in conjunction with L.A.S., established ONE Investment.

**CFA Institute**

Refers to the global, not-for-profit professional association that administers the Chartered Financial Analyst (C.F.A.) and the Certificate in Investment Performance Measurement (C.I.P.M.) 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 I.P.S.

**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.

**Environment, Social and Governance (E.S.G.) Investing**

Means considering and integrating E.S.G. factors into the investment process, rather than eliminating investments based on E.S.G. factors alone. Integrating E.S.G. 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 J.I.B. directly or through services provided to a Pooled Fund. External Portfolio Managers are agents authorized by ONE J.I.B. 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 M.N.R.I. and adopted by ONE J.I.B. under the Regulation, as it may be amended from time to time.

**Investment Policy Statement (I.P.S.)**

Means the investment policy applicable to the Municipality's investments adopted and maintained by the Council of the Municipality for M.N.R.I. under the Regulation, and for M.R.I., as the same may be amended from time to time. The I.P.S. 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.

**J.I.B.**

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 (L.A.S.)**

Means an entity which, in conjunction with M.F.O.A./CHUMS, established ONE Investment.

**Local Distribution Corporation or L.D.C.**

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 (M.N.R.I.)**

Means the money that is not required immediately by the Municipality that will be under the control and management of ONE J.I.B. and as defined in this I.P.S. that will be invested in accordance with the Prudent Investor Standard.

**Money Required Immediately**

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.

**O.C.I.O. Offering**

Means the comprehensive investment program made available through ONE Investment as an agent for ONE J.I.B., where a qualified investment manager is engaged to advise a Participating Municipality with regard to the investment of the Participating Municipality's M.N.R.I. and to invest and manage such M.N.R.I. in accordance with the terms and conditions set out in the ONE J.I.B. Agreement.

**ONE Investment**

Means the not-for-profit corporation established by CHUMS and L.A.S. which provides certain management, administrative and other services to ONE J.I.B. as its agents.

**ONE J.I.B.**

Means ONE Joint Investment Board, established by certain founding municipalities under section 202 of the Act as a J.I.B. for purposes of Part II of the Regulation, which is the duly appointed J.I.B. for the Municipality, as constituted from time to time and which acts in accordance with the Act, the Regulation, the ONE J.I.B. Agreement, including the Terms of Reference, this I.P.S. and the Investment Plan.

**ONE J.I.B. 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 J.I.B. has control and management of the Municipality's M.N.R.I.



**Participating Municipality**

Means from time to time each of the municipalities for whom ONE J.I.B. acts as the J.I.B. under the terms of the ONE J.I.B. 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 Investment 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 M.N.R.I. rather than to individual securities. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the C.F.A. 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 I.P.S. and held by the Municipality as of the Prudent Effective Date, where ONE J.I.B. is not able to exercise control. Restricted Special Assets are listed in Schedule A of the I.P.S. and are not considered to be M.N.R.I.

**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 and asset management firm or investment consultant, acting as a sub-investment manager for ONE J.I.B. that provides investment advice and professional services and is involved in the implementation and operational aspects of the O.C.I.O. Offering, and that has full responsibility for the investment and management of a Participating Municipality's M.N.R.I. through ONE Investment, based on an I.P.S. 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 I.P.S.

**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.

**Policy****Money Required Immediately and Money Not Required Immediately**

*Determination of M.N.R.I. and M.R.I.*

Determination of the Municipality's M.N.R.I. 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 M.N.R.I. 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 M.N.R.I. (other than Restricted Special Assets, Third-Party Trust Funds and any Designated Funds referenced in the [Purpose](#) section of this policy) shall be deemed for purposes of this I.P.S. to be M.R.I.

Determination of the Municipality's M.N.R.I. and M.R.I. 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 the [Flow of Money Otherwise than through the Budget Process](#) section of this policy.

Any changes in this I.P.S. regarding the Municipality's M.N.R.I. and M.R.I. must be communicated immediately in writing to ONE J.I.B.

#### *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 the [Investment](#) section below. This I.P.S. applies to the following money of the Municipality, its agencies, boards and commissions including:

- M.R.I. which is invested in Legal List Securities; and/or
- M.N.R.I. which is invested under the Prudent Investor Standard.

### **Investment**

#### *M.R.I.*

The Municipality's M.R.I. is described in this I.P.S. consists of money that is needed to meet the short-term financial obligations of the Municipality and are controlled and managed by the Treasurer.

#### **M.R.I.: Investment Objectives**

The main focus of the investment of M.R.I. 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 M.R.I. 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.

#### M.R.I.: Eligible Investments

M.R.I. 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 I.P.S., as deemed eligible by the Regulation or as authorized by subsequent provincial regulations.

#### *M.N.R.I.: Long-Term Money*

The Municipality's M.N.R.I. is described in the [Determination of M.R.I. and M.N.R.I.](#) section of this policy. In accordance with the ONE J.I.B. Agreement and this I.P.S., ONE J.I.B. has exclusive control and management of the 2M.N.R.I. and the investments made therewith.

From time to time, the Municipality may require money immediately to meet financial obligations and may require ONE J.I.B. to liquidate one or more investments in order to generate money to meet those obligations. ONE J.I.B. will select the investment(s) to be liquidated. The timing of such liquidation will be determined by ONE J.I.B. in consultation with the Treasurer.

#### M.N.R.I.: 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 M.N.R.I. is managed by ONE J.I.B. 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 M.N.R.I. is to be managed by ONE J.I.B., in a way that balances the investment objectives, with a level of risk that is appropriate for the municipality. The M.N.R.I. invested with ONE J.I.B. 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.

#### **M.N.R.I.: 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 (O.C.I.O. Offering), provided always that the products and the selection of products comply in all material respects with the I.P.S.

Additionally, nothing in this I.P.S. prevents M.N.R.I. from being held in cash, short term money market instruments, or overnight deposits.

#### **M.N.R.I.: 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 M.N.R.I. and will be managed separately by ONE J.I.B.

#### **Local Distribution Corporation (L.D.C.) Securities**

Not applicable to this Municipality.

#### **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 I.P.S. 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 J.I.B. as M.N.R.I. The Treasurer may choose to liquidate these investments and determine that the proceeds are M.N.R.I., to be invested as per this I.P.S. and the approved ONE J.I.B. Investment Plan.

For certainty, Restricted Special Assets are not M.N.R.I. of the Municipality, and such assets are not under the control or management of ONE J.I.B.

The ONE Investment Legal List Portfolio Investments, held by the Municipality, shall be considered to be M.N.R.I. and transferred to ONE J.I.B. to be invested as M.N.R.I., unless deemed by the Municipality to be M.R.I.

#### ***Third Party Trust Funds and Designated Funds***

Not applicable to this Municipality.

#### ***Investment Management***

##### **Investment Management of M.R.I.**

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".

### Investment Management of M.N.R.I.

The investment of M.N.R.I. shall be controlled and managed by ONE J.I.B. in accordance with this I.P.S. and the ONE J.I.B. Agreement.

The selected Sub-Investment Manager shall enter into an agreement with ONE Investment related to the O.C.I.O. Offering, that complies with this I.P.S. and Part II of the Regulation and will provide compliance and performance reports to ONE J.I.B. and ONE Investment. ONE J.I.B. shall make any investment management changes deemed in the best interest of the Municipality.

### *Transition to Prudent Investor Regime/O.C.I.O. Offering*

Until the Prudent Effective Date, the Municipality will continue to control and manage its M.R.I., M.N.R.I. and investments in Legal List Securities. Some Legal List investments were made with M.R.I. and some with M.N.R.I.

During the transition to the O.C.I.O. Offering the Chair and Vice-Chair of ONE J.I.B. have discretionary power to approve temporary investments recommended by the Sub-Investment Manager that may not be expressly described in this I.P.S. 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 M.N.R.I. that is not Third-Party Trust Funds, Designated Funds or Restricted Special Assets shall be provide to ONE J.I.B. on the Prudent Effective Date.

### *Investment Constraints*

#### Environmental, Social and Governance (ESG) Investing

The Municipality supports ESG investing for M.R.I. and M.N.R.I. 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 M.R.I. will be done in compliance with the investment objectives identified in the [M.R.I.: Investment Objectives](#) section of this policy. 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 M.N.R.I., ONE J.I.B. is required to explore and consider how the O.C.I.O. is implementing responsible investing principles at the time of hiring and during periodic reviews. It may report on results periodically, if requested.



### Securities Lending

For the investment of M.R.I. Securities Lending is not permitted.

For the investment of M.N.R.I., 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 O.C.I.O. permit such an action.

### Derivatives

Derivatives may not be used for the investment of M.R.I. For the investment of M.N.R.I., 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.

### Use of Leverage

Nothing in this I.P.S. 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 J.I.B. (for M.N.R.I.) and the Treasurer (for M.R.I.) 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.

### Pooled Funds

Investments in open-ended pooled funds, closed-ended pooled funds, limited partnerships and other specialist corporate structures (e.g. L.L.C.s), are permitted provided that the assets of such funds are permissible investments under this I.P.S. 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 I.P.S.

### Currency Hedging

The M.R.I. Investment Portfolio will not utilize currency hedging.

The Municipality's funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the M.N.R.I. Investment Portfolio may be advantageous to provide diversification and potentially enhance returns. Therefore, it shall not be a violation of this I.P.S. 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 J.I.B.

### Alternative Asset Classes

The applicable legislation does not prevent the direct/indirect placement of the M.N.R.I. in Alternative Asset Classes; this I.P.S. restricts investments in alternative investments for the purposes of management of M.N.R.I. under One J.I.B.

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.

### Prohibited Investments

Not applicable for this Municipality.

### *Performance Monitoring, Rebalancing and Management*

#### M.R.I.

For the investment of M.R.I., 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 M.R.I. Investment objectives.

#### M.N.R.I.

For the investment of M.N.R.I., ONE J.I.B. 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 J.I.B. shall provide reporting described in the [Reporting](#) section of this policy that shows the Municipality's holdings, confirms compliance with this I.P.S. and reports on the Sub-Investment Manager's performance.

### **Administrative Policies**

#### *Flow of Money and Annual Municipal Budget*

##### Transfer to ONE J.I.B. 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 M.N.R.I. that it holds. Any M.N.R.I. not already under the control and management of ONE J.I.B. shall be transferred to ONE J.I.B. as soon as practicable.

##### Transfer to Municipality as Part of the Annual Review Process

On an annual basis, ONE J.I.B. shall be notified by the Treasurer as to the amount, if any, required by the Municipality from the M.N.R.I. then under the control and management of ONE J.I.B. for the Municipality's operational purposes. Such amount shall be deemed

to be M.R.I. and shall be returned to the Municipality in a lump sum or by way of periodic payments, as directed by the Treasurer.

#### *Flow of Money Otherwise than through the Budget Process*

##### **Surplus Funds**

The M.R.I. 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 M.N.R.I. by the Treasurer at any such time during the year shall be transferred to ONE J.I.B. to be under its management and control as M.N.R.I. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE J.I.B. in accordance with the Investment Plan.

##### **Contingencies**

The Treasurer is authorized, to direct ONE J.I.B. 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 during the year shall not exceed 25% of the M.N.R.I. under the control and management of ONE J.I.B. as at the date that the Municipality approved its budget for the year (the Budgeted M.N.R.I.). In determining the Budgeted M.N.R.I. for purposes of calculating the 25% limit, any M.N.R.I. to be transferred to the control and management of ONE J.I.B. in accordance with that year's Annual Review pursuant to the [Transfer to ONE J.I.B. as Part of Annual Review Process](#) section of this policy shall be included and any amount to be returned by ONE J.I.B. to the Municipality pursuant to the [Transfer to Municipality as Part of the Annual Review Process](#) section of this policy shall be excluded. ONE Investment should be made aware of material transactions in advance to ensure the orderly sale of securities to fund withdrawals.

##### *Valuation of Investments*

Investments shall be valued according to the values provided by the Custodian(s). For the investment of M.N.R.I., 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.

##### *Voting Rights*

The Sub-Investment Manager shall assume the responsibility of exercising voting rights in respect of the Municipality's M.N.R.I. and will report their voting policies to ONE J.I.B. annually. The Municipality may access these policies at any time.

### *Internal Controls*

The Treasurer shall establish an annual process of review of all investments made under this I.P.S. 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 J.I.B.'s input is needed, these requirements will be communicated in advance to ONE J.I.B.

### *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 M.N.R.I., the Custodian shall be acceptable to ONE Investment.

For M.R.I. 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

### *Reporting*

M.R.I.

For the investment of M.R.I., 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.



**M.N.R.I.**

The Regulation provides that ONE J.I.B. shall submit an investment report to Council in respect of the investment of M.N.R.I. 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 I.P.S. 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 J.I.B. or with the assistance of ONE Investment shall be held for safekeeping in the name of the Municipality by a Custodian.

**Approval, Subsequent Modifications and Effective Date***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.

*Modifications to the I.P.S.*

At least annually Council shall review the I.P.S. and update it, if required. In the course of reviewing the I.P.S., Council may request comments from the Treasurer with respect to the investment of M.R.I. and from ONE J.I.B. with respect to the investment of M.N.R.I.

Following the Council's review of the I.P.S., ONE J.I.B. 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.

*Effective Date*

This I.P.S. is adopted by Council of the Municipality effective May 27, 2025. The Treasurer is directed to sign a copy of this I.P.S. to evidence approval and to deliver a copy of this I.P.S. to ONE J.I.B.

**Responsibilities****ONE J.I.B.**

ONE J.I.B. 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 J.I.B. Agreement (Appendix I).

ONE J.I.B. exercises control and management of the Municipality's M.N.R.I. and the investments made by it in accordance with the objectives and risk tolerance established in this I.P.S.

Among the responsibilities of ONE J.I.B. are the following:

- Reviewing this I.P.S.;
- Adopting and maintaining an Investment Plan that complies with this I.P.S.;
- Engaging Custodians, administrators and other investment professionals (Agents);
- Allocating the money and investments under its control and management in compliance with this I.P.S.;
- Monitoring the performance of the O.C.I.O. Offering and Agents; and,
- Reporting to the Municipality.

The foregoing is subject to the more detailed terms and conditions contained in the ONE J.I.B. Agreement.

**Municipal Staff**

This I.P.S. is approved and adopted by Council with input from the Treasurer, and from ONE J.I.B. with respect to M.N.R.I. M.R.I. of the Municipality, in addition to any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in the [Purpose](#) section of this policy, remain under the control and management of the Treasurer.

Consistent with this I.P.S., the Treasurer is responsible for the implementation of the investment program and the establishment of investment procedures which shall include:

- Investment management of M.R.I. and any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in the [Purpose](#) section of this policy by, or under the direction of, the Treasurer;

- The deposit or withdrawal of M.N.R.I., under the explicit delegation of authority regarding M.N.R.I., and the investment thereof, to ONE J.I.B., 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 J.I.B., may engage in an investment transaction except as provided under the terms of this I.P.S.

In the management of M.R.I. of the Municipality, and any Third-Party Trust Funds, Designated Assets and Restricted Special Assets referenced in the [Purpose](#) section of this policy, the Treasurer may engage one or more agents and service providers. ONE Investment can assist with the investment of the Municipality's M.R.I., 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.

### **Ethics and Conflict 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 J.I.B., 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 J.I.B. acting in their capacity as Members of ONE J.I.B.

### **Monitoring and Maintenance**

C.A.O. / directors / managers / supervisors and employees should work collaboratively to resolve issues related to this policy. Any employee found to be disrespecting the terms of this policy other than under exceptional circumstances, emergencies or operational requirement is subject to an investigation and discipline deemed appropriate by their immediate supervisor, Human Resources, the Town Clerk and / or C.A.O.

This policy will be reviewed two years from its effective or revision date, in accordance with the Town of Aurora's policy maintenance schedule.

### **References**

- [Electricity Act, 1998, S.O. 1998, c. 15, Sched. A](#)
- [Municipal Act, 2001, S.O. 2001, c. 25](#)
- [O. Reg. 438/97: Eligible Investments, Related Financial Agreements and Prudent Investment](#)
- [O. Reg. 599/06: Municipal Services Corporations](#)

- [By-law – Prudent Investor Enabling – 6502-23](#)
- [By-law – Delegation of Authority – 6212-19](#)



## **Schedule A: Restricted Special Assets**

### **Other**

- Guaranteed Investment Certificates \$1,000,000
- Bonds \$2,527,974.12
- Protected Principal Notes \$8,247,000
- Accrual Notes \$7,134,000
- Step-up Notes \$7,500,000

## **Schedule B: Third-Party Trust Funds and Designated Funds**

### **Third-Party Trust Funds**

None

### **Designated Funds**

None

## **Appendix I: ONE J.I.B. Agreement**

## **Appendix II: ONE External Portfolio Manager Mandates**





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Town of Aurora  
**Committee of the Whole Report**  
No. FIN26-006

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**Subject:** 2026 Procurement Amendments Report + By-law

**Prepared by:** Anna Ruberto, Manager, Procurement

**Department:** Finance

**Date:** February 10, 2026

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## Recommendation

1. That Report No. FIN26-006 be received; and
2. That the necessary by-law to replace Appendix "A" of the Town's Procurement By-law No. 6404-22, as amended, with an updated policy reflecting the amendments outlined in this report be enacted at a future Council meeting.

## Executive Summary

This report provides an overview of the amendments proposed for the Procurement By-law. Procurement Services conducted a survey with Town staff to identify opportunities for updates to the by-law. Based on the feedback and identified opportunities, the by-law amendment is proposed to include the following:

- Many of the amendments clarify the terminology used in the Procurement By-law to make the procurement process easier.
- Separating Schedule B - Exclusions into two separate schedules will provide clarification and make it easier for staff to use.
- Non-standard Procurement types are further refined to ensure alignment with the proper approval paths within the financial system.
- Three new exclusions are proposed for the Procurement By-law.
- Schedule A will be aligned with the Schedule of Definitions for Suppliers and Bid Documents which is posted on the Town's website.
- Proposed changes in defining the procurement value and the requirement for a purchase order to align with current best practices.

- Proposed change to support the shortening of procurement timelines for piggybacks on bids completed by other government agencies.
- Staff are monitoring changes to provincial legislation which could impact municipal procurement practices.

## Background

The procurement modernization project was approved as part of the 2021 Capital Budget. The scope of the project included a review of the state of procurement, development of a new by-law, policy, and protocols.

At the November 30th General Committee meeting, report FIN21-049: Procurement Modernization Project Update provided an overview of the current state of procurement at the Town of Aurora. This report recommended several actions to improve procurement and many of these were addressed in a resulting updated policy. By-law No. 6404-22, being a By-law to enact a new Procurement Policy for the Town of Aurora, was enacted on February 22, 2022 (the "Procurement By-law").

By-law No. 6404-22 represented a complete change compared to the previous one. This modernized by-law aligned with the latest procurement best practices and trade treaties.

In June 2022, Council enacted By-law No. 6430-22 to amend the Procurement By-law to help streamline the process for Non-Standard Procurements (NSP) relating to software licencing, maintenance, subscription, and related fees.

In February 2025, Council enacted By-law No. 6676-25 to amend the procurement thresholds set out in the Procurement By-law and to support more Canadian sourced procurements and suppliers.

## Analysis

**Many of the amendments clarify the terminology used in the Procurement By-law to make the procurement process easier**

During the review of the by-law, staff identified that legacy form names used when the procurement process was manually performed are still referenced within the by-law. In 2023 the Town implemented a new financial system that uses different terminology for forms and processes. Prior forms names such as: "Procurement Authorization Form" and "Non-Standard Procurement Authorization Form" are now obsolete and will be

updated to "Requisition" to reflect the name used in the financial system. Similarly, the "Purchase Order requisition" will be updated to "Purchase Order".

Other terminology changes proposed for this by-law update are:

- Separate Schedule B which currently includes exclusions and non-standard procurements (NSPs) into two schedules: Schedule B – NSPs and Schedule E – Exclusions
- Definitions - Updates based on new Schedule of Definitions for Suppliers and Bid Documents
- Updates to align the by-law with current practices and terminology
- The Procurement By-law includes a variety of options for procurement with the main types being:
  - Low-value procurements: Value less than \$50,000 and requires a quote
  - Mid-value procurements: Invitational procurements to a minimum of three Suppliers value between \$50,000 and less than \$100,000
  - Open competition procurements: Valued at \$100,000 and up and posted publicly
  - Non-Standard Procurements: These follow the guidelines outlined in the Procurement By-law

Procurements over \$100,000 are referred to as Open Competition in the current By-law. To align this process terminology with the other types of procurements in the By-law, Low-Value Procurements and Mid-Value Procurements, procurements over \$100,000 to be referred to as High-Value Procurements.

**Separating Schedule B - Exclusions into two separate schedules will provide clarification and make it easier for staff to use**

The current Schedule B - Exclusions contains both exclusions to the By-law and NSPs. These types of procurements require a different process and approval path to complete. Staff have provided feedback that the current Schedule B - Exclusions is complicated and unclear. To provide better clarity for staff to identify and select the proper procurement type, Schedule B has been separated into two Schedules.

Schedule B – Exclusions will be renamed Schedule B – Non-Standard Procurements and only include the NSPs that are included within the current Schedule B. Attachment 2 – Updated Schedule B - Non-Standard Procurements shows the name change and exclusions being removed from the existing schedule, leaving only the NSPs.

A new Schedule E – Exclusions, shown in Attachment 3, will contain the exclusions removed from the current Schedule B. This change will simplify and improve the procurement process for staff.

**Non-standard Procurement types are further refined to ensure alignment with the proper approval paths within the financial system**

During the by-law review, staff conducted an analysis of the NSPs listed within Schedule B and the financial system. The financial system ensures the proper NSP categorization and approval path. It was identified that the by-law Schedule B requires better alignment to the financial system.

The below items identified as h) to m) are to be added to Schedule B - Non-Standard Procurements:

- h) the Procurement is to be awarded under a Piggyback arrangement, as permitted under this policy;
- i) there cannot be a change made to the existing Supplier due to economic or technical reasons, software licenses/maintenance/services, or installations procured under the initial procurement;
- j) there cannot be a change made to the existing Supplier due to a significant inconvenience or substantial duplication of costs for the Town;
- k) the Procurement is for an offer to buy-out equipment or extend a rental contract that may be beneficial to the Town;
- l) the Procurement is due to a Contract termination/expiry/or other reason, and Deliverables are Purchased for a short interim period to meet immediate recurring business requirements while a related Procurement process is initiated for a longer-term supply of the same Deliverables;
- m) an Open Competition was conducted for the required Deliverables and did not result in the receipt of any valid Bids in accordance with this policy.

**Three new exclusions are proposed for the Procurement By-law**

Procurement Services conducted an initial survey in May to June 2025 with subsequent clarification discussions. Staff feedback included the need for three additional exclusions. The new items in Schedule E are listed as items x. to xii. and are listed below:



- x. advertising for Town services or programs
- xi. goods or services for public relations, media, social media monitoring, trade show registration, booth rentals, and event sponsorship
- xii. goods or services for the purpose of conducting a municipal by-election

These exclusions will support staff in ensuring they can deliver services. The first two items, do not fit with the purpose of the Procurement By-law to competitively bid for deliverables. Advertising and media services are used where the message can be delivered most effectively. Municipal by-elections were also added as an exclusion as they can have short timelines which do not permit for the time to run a competitive bid process.

**Schedule A will be aligned with the Schedule of Definitions for Suppliers and Bid Documents which is posted on the Town's website**

The current Schedule A in the by-law is named Schedule A - Glossary of Terms. This Schedule will be modernized and renamed to Schedule A - Definitions.

Recently Procurement Services worked closely with Legal Services and developed a Schedule of Definitions for Suppliers and Bid Documents. The document is posted on the Intranet, available to all staff, and on the Town's website for Suppliers' use. Terms used in the by-law are included in the Schedule A - Definitions and will be updated based on the new Schedule of Definitions for Suppliers and Bid Documents which will provide consistency within the Town documents.

**Proposed changes in defining the procurement value and the requirement for a purchase order to align with current best practices**

To establish the type of procurement, staff calculate the procurement value for similar deliverables with the same supplier over the next five years for most procurements for ongoing operations where the deliverable type permits. There are some exceptions to this including capital projects and some commodity-based procurements where prices cannot be guaranteed for longer periods of time such as paper. This practice is not reflected currently in Section 6.3 - Procurement Value of the By-law.

Also, this update includes a recommendation to address a finding in the Accounts Payable Audit Report covering the period June 1, 2023, to March 31, 2024: "Low-value repetitive purchases that may breach procurement process." The Auditor's recommendation is for the Town to "identify opportunities for competitive procurement

where repeat purchases are made from the same vendor without a formal contract.” To align the By-law to current practices and address the Audit findings, the following language will be included in Section 6.3 - Procurement Value:

“For continuous operations, and where the market for supply of the Deliverable permits, the Procurement Value should be calculated by considering Town needs for the next 5 years. Possible extension years must be included in the calculation of the Procurement Value. Capital projects are to be considered as individual projects. Departments must refer to the Procurement Planning Protocol for additional guidance on determining the Procurement Value.”

Another Administrative change is to separate Low-Value Procurement in Table 1 – Table of Authority into two lines to clarify the need of a purchase order for procurements over \$25,000. This update is also a recommendation to address the finding ‘Purchase Order (PO) requirements were not consistently applied’ in the Accounts Payable Audit Report. The Auditor recommendation is that ‘Management should develop and implement a formal policy requiring the use of POs for all transactions above an established threshold. The policy should clearly identify the transactions that are exempted from the PO requirement and ensure consistent application across all departments.’

At the time the by-law was enacted the policy identified the requirements for POs for procurements over \$25,000: mid-value procurements (\$25,000 to less than \$50,000), high-value procurements (above \$50,000), and non-standard procurements. However, the threshold for low-value procurements was changed to \$50,000 in February 2025, and now the \$25,000 limit for POs falls under low-value procurements. To clarify that purchase orders are required for purchases over \$25,000 Table 1: Table of Authority needs to be updated. The proposed change is to separate low-value procurement in two lines. One for those less than \$25,000 showing that a purchase order is not required, and second line for those \$25,000 to less than \$50,000 showing that a purchase order is required.

#### **Proposed change to support the shortening of procurement timelines for piggybacks on bids completed by other government agencies**

Staff proposes that NSPs with government entities, for values greater than \$250,000 to be authorized by the Procurement Governance Committee. The change to the approval requirements will streamline procurements that are essentially piggyback arrangements. This approval process will shorten procurement timelines by eliminating the requirement of Council approval. This would follow a similar process to other NSPs

relating to software licenses, maintenance, and pay related fees (excluding implementation costs), for contracts up to five years and over \$250,000.

This proposed addition will be reflected in Table 2 - Table of Authority and in Authorization Process section, by adding the following: 'If the Procurement Value is equal to or greater than \$250,000 and is for a Piggyback with a government or public agency, the PGC may authorize the Procurement and delegate the authority to procure to the Department Head'.

### **Staff are monitoring changes to provincial legislation which could impact municipal procurement practices**

On December 11, 2025, the *Buy Ontario Act, 2025* (Bill 72) received Royal Assent (the "Act"). The Act captures a broad class of public sector organizations. The broad definition means compliance will extend across agencies, hospitals, school boards, post-secondary institutions and many other public sector entities. Other entities can be added to the definition, and the Government has indicated the legislation would also apply to Municipalities, despite Municipalities not yet being included in the definition.

Under this Act, the Management Board of Cabinet may issue directives requiring public sector entities to comply with specified procurement policies, procedures or standards. Subsection 3 (2) of the Act provides that the directives may, among other things, require that preference be given first to Ontario-made goods/services, followed by Canadian. Some directives may require public sector entities to report on certain matters and use compliance and enforcement measures to impose measures on vendors. The Act introduces stricter compliance measures including potential withholding of funds for non-compliant public sector entities and requirements for contractors to adhere to these rules. It replaces the *Building Ontario Businesses Initiative Act, 2022*, aiming to strengthen supply chains, and shields entities from liability while enforcing these new requirements.

Ministry of Public and Business Service Delivery and Procurement is preparing a Made-In Ontario Fleet Vehicle Policy, with a target implementation date early 2026.

This policy's objective is to support the domestic automotive industry and incent investments to protect automotive jobs in the province by leveraging the significant purchasing power of the public sector to support the province's automotive industry.

It has been communicated that the policy will be applicable to Ontario Public Service (Ministries and the Ontario Provincial Police (OPP), Provincial Agencies, Broader Public Sector (BPS), and Municipalities and will require the entities to procure light-duty

passenger fleet vehicles manufactured in Ontario (Tier 1- Made-in Ontario (MIO) – these vehicles have "2" as the first digit of the Vehicle Identification Number). If the entity could not procure/lease a vehicle from a Tier 1 manufacturer ( the vehicle is unavailable, or it is not operationally feasible) then the entity should procure the vehicle from Ontario Vehicle Producers (OVP) (Tier 2- Vehicles from OVPs are Original Equipment Manufacturers (OEMs) that sell vehicles and would meet the proposed threshold of 1,500 annualized jobs across their Ontario footprint of active and/or planned fully and partially owned vehicle assembly and plants.). Proper documentation is required if a decision is made to procure from a Tier 2.

<b>Tier 1: Made-in-Ontario Vehicles</b>	<b>Tier 2: Ontario Vehicle Producers</b>
Toyota Rav4s and Rav4 Hybrids	Ford
Chrysler Caravans and Pacificas	GM
Honda CRV, CRV hybrid, Civic Honda	Honda
Lexus RX, Lexus NX	Stellantis
	Toyota
	Volkswagen

The new Provincial Acts and Policies that legislate procurement from Ontario or Canadian manufacturers will require the Town to act quickly to implement the new requirements, include them into the by-law and daily procurement practices including staff training, updates to the bid documents and communication to the departments.

## **Advisory Committee Review**

None

## **Legal Considerations**

Legal Services has been following legislative updates and reviewed the updated by-law wording. In the event that provincial legislation is made applicable to municipalities, as discussed above, the Town will be required to adhere to any applicable regulations and directives, which would supersede the Town's Procurement By-law and policy in case of conflict.

## **Financial Implications**

There are no direct financial implications of this report.



## **Communications Considerations**

Communications will ensure any modifications to the Procurement By-law are posted on the Town's website where applicable.

## **Climate Change Considerations**

Procurement of more locally sourced goods can reduce the distance to transport goods resulting in the reduction of greenhouse gas emissions.

## **Link to Strategic Plan**

The new by-law supports the leadership in corporate financial management and progressive corporate excellence, innovation and continuous improvement, guiding principles of the strategic plan by improving the procurement process to make it more effective and provide more bidding options to enable more negotiations which should result in savings on future contracts.

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

1. Council provide direction.

## **Conclusions**

The proposed updated Procurement By-law will improve procurement at the Town of Aurora. The proposed amendments are mostly administrative updates with a proposed change to the approval for piggybacks onto government entity contracts.

Staff will continue to monitor and comply with the requirements of the Buy Ontario Act, should it become applicable to Municipalities.

The Procurement Services division will continue their focus on training and developing procurement knowledge of all staff that are involved in purchasing goods or services. If approved by Council, all new procurements will follow the new by-law and staff training will begin.

**Attachments**

Attachment 1 - Amended Procurement By-law with Track Changes

Attachment 2 - Updated Schedule B - Non-Standard Procurements

Attachment 3 - Updated Schedule E - Exclusions

**Previous Reports**

None

**Pre-submission Review**

Agenda Management Team review on January 22, 2026

**Approvals**

Approved by Rachel Wainwright-van Kessel, Director, Finance

Approved by Doug Nadorozny, Chief Administrative Officer

## Office Consolidation

This is a consolidation of the Town's **Procurement By-law** being **By-law Number 6404-22, as amended**. This is an electronic reproduction made available for reference and information purposes only. It is not an official version of the By-law. Official versions of all by-laws can be obtained by contacting the Legislative Services Division at (905) 727-3123 or [clerks@aurora.ca](mailto:clerks@aurora.ca). If there are any discrepancies between this consolidation and By-law No. 6404-22, as amended, the By-laws shall prevail.

By-law No. ~~6404-22~~, as amended by

By-law No.	Purpose	Date Enacted
<del>6430-22</del>	Non-Standard Procurement Authority	Jun 28, 2022
<del>6676-25</del>	Procurement Thresholds, Threshold and Authorization Schedule	Feb 25, 2025

## The Corporation of the Town of Aurora

### By-law Number ~~6404-22~~**XXXX-26**

#### Being a By-law to **amend**

### **By-law Number 6404-22 enact a newbeing the Procurement Policy for the Town of Aurora.**

**Whereas** paragraph 3 of subsection 270(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended provides that, a municipality shall adopt and maintain policies with respect to its Procurement of goods and services;

**And whereas** on ~~February 22, 2022~~**May 8, 2018**, The Corporation of the Town of Aurora (the "Town") passed a by-law to adopt a policy regarding ~~its~~ Procurement of goods and services, being By-law Number ~~6076-18~~**6404-22**;

**And whereas** it is deemed necessary to update and replace the Town's~~adopt a policy by~~ ~~by-law~~ with respect to the Town's Procurement of goods and services to replace by ~~amending~~ ~~By-law Number 6076-18~~;

**And whereas** ~~it is then deemed necessary and expedient to repeal~~ By-law Number ~~6076-18~~**6404-22**;

**Now therefore the Council of The Corporation of the Town of Aurora hereby enacts as follows:**

1. ~~Appendix "A" – Town of Aurora Procurement Policy – to By-law Number 6404-22 is hereby deleted and replaced with Appendix "A" – Town of Aurora Procurement Policy – attached and forming part of this by-law, which replacement Appendix "A" is hereby adopted and enacted as the policy for the procurement of goods and services for the Town. By-law Number 6076-18, as amended, and all previous by-laws and policies passed under paragraph 3 of subsection 270(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25., or any predecessor thereof, are repealed in their entirety, including all sections, schedules, and amendments.~~
2. ~~Amending By-laws Number 6430-22 and 6676-25 are hereby repealed. The Town of Aurora Procurement Policy, attached hereto as Appendix "A", is hereby adopted and enacted as the policy for the procurement of goods and services for the Town, pursuant to paragraph 3 of subsection 270(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25.~~

Enacted by Town of Aurora Council this ~~22nd~~ \_\_\_\_\_ day of February, 202~~6~~2.



## Appendix "A"

## Town of Aurora Procurement Policy

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## Section 1 – Purpose and Principles

### 1.1 Purpose

The purpose of this policy is to detail the principles, procedures, roles, and responsibilities for the Town's Procurement operations.

### 1.2 Principles

The Town is committed to conducting its Procurement operations in accordance with the following principles:

- compliance and consistency with applicable legislation, trade agreements, policies, and procedures;
- open, fair, and transparent processes that afford equal access to all qualified Suppliers;
- reciprocal non-discrimination and geographic neutrality with respect to its trading partners in accordance with trade treaty obligations, so long as treaty partners are Acting in Good Faith of Trade Treaties; ~~(amended by By-law Number 6676-25)~~
- achieving best value through consideration of the full range of Procurement formats and the adoption of commercially reasonable business practices;
- effective balance between accountability and efficiency; and
- ensuring adherence to the highest standards of ethical conduct.

## Section 2 – Interpretation and Application

### 2.1 Defined Terms

Terms used in this policy are defined in the ~~Glossary of Terms~~Definitions (Schedule A).

### 2.2 Application

This policy applies to the Procurement of ~~all any~~ Deliverables ~~by the Town, with the exception of except for~~ the exclusions set out ~~below in Schedule B of this policy.~~  
Procurement includes the acquisition of Deliverables by purchase, rental, or lease.

This policy does not apply to:

- purchases, acquisitions, transactions and Procurements of any items or services outlined in Schedule E of this policy;
- ~~Contracts or agreements relating to the~~ hiring of employees, ~~or~~ employee compensation, ~~or the~~ reimbursement of employee expenses;
- ~~Contracts or agreements for~~ the sale, purchase, lease or licensinge of any land or ~~existing~~ buildings; or
- Procurement conducted by Central York Fire Services, the Aurora Public Library Board or any municipal services corporation established by the Town.

### 2.3 Authorization Schedule

The Threshold and Authorization Schedule (Schedule D) sets out the authorities for:

- a) initiating a ~~procurement~~Procurement;
- b) conducting a Procurement process and approving the award of a Contract;
- c) issuing Purchase Orders and signing Contracts on behalf of the Town; and
- d) approving amendments to existing Contracts.

### 2.4 Procurement Protocols and Procedures

Procurement Services is responsible for developing and maintaining detailed protocols and procedures to support this policy. All procurements covered by this policy must be conducted in accordance with all applicable protocols and procedures.

### 2.5 Emergency Purchases

Notwithstanding any other provisions of this policy, where an emergency exists and prior approval of the Procurement Manager cannot be obtained, a Department Head, or their designate, may authorize any officer or employee to acquire required Deliverables in an expedited manner.

For greater certainty, an emergency Procurement includes any other expenditure that is necessary to respond to or effectively manage any Town emergency, or as required under the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended.

Emergency procurements shall only be to the extent necessary to mitigate the immediate threat or risk, or to temporarily contain the situation or circumstance and restore services. Longer term projects or work for replacement of lost significant infrastructure must follow the provisions of this policy.

Situations of urgency resulting from the failure to properly plan for a Procurement do not constitute an emergency.

### **2.5.1 Purchases During a Declared Emergency or Similar**

During an emergency declaration or similar situation where the CAO, or other authorized person, convenes some or all of the members of the Municipal Emergency Control Group, but for which a formal declaration of an emergency is not made, but an emergency intervention is approved, this policy is suspended only for purchases that relate directly or indirectly to the emergency situation. All other routine Procurement activities of the Town during the emergency, but unrelated, remain subject to this policy.

Purchases relating to the situation to contain and manage the emergency situation shall be authorized as set out in the Municipal Emergency Management Response Program and the Town's Treasurer shall prepare the required accountability and financial reports for Council for information following the termination of the emergency.

### **2.5.2 Emergency Procurement not Related to a Declared Emergency**

An emergency Procurement may be made when an event occurs or a circumstance is discovered that is determined by the Department Head or the Chief Building Official to be an imminent and significant threat to, or which has already significantly affected or threatened: (a) public health; (b) the maintenance of essential Town services; (c) the safety or welfare of persons or of public property; or (d) the security of the Town's interests; but such emergency Procurement is only permitted where time does not permit open competitive bidding or obtaining invitational quotations.

## **2.6 Co-operative Purchasing**

The Town may participate in co-operative or joint purchasing initiatives with other government agencies or public authorities where such initiatives are determined by the Procurement Manager to be in the best interests of the Town to do so. If the Town participates in such co-operative or joint purchasing initiatives, the Town may adhere to the policies of the entity conducting the purchasing process, provided that such policies comply in spirit with this policy. If the Town is leading a co-operative or joint purchasing initiative, this policy will be followed.

## **2.7 Piggyback Purchasing**

The Town may ~~piggyback~~ Piggyback on an existing procurement by accepting the results of a competitive Procurement process of another government entity or agency ~~or public authority~~ where the provisions of the original Solicitation Document allow for



such a ~~P~~iggyback, or when the Supplier is willing to do so, and it is believed by the Procurement Manager it is in the best interest of the Town to do so. Piggyback Procurements shall be considered a Non-Standard Procurement and shall comply with the reporting and approval requirements set out in Schedule ~~"D"~~ - Threshold and Authorization Schedule that apply to Non-Standard Procurements.

## **Section 3 – Ethical Conduct and Conflicts of Interest**

### **3.1 Conduct and Conflicts of Interest**

The Town's Procurement activities must be conducted with integrity, and all individuals involved in the Town's Procurement activities must act in a manner that is consistent with the principles and objectives of this policy and in accordance with the Town's Code of Conduct, and the Council Code of Conduct.

All participants in a Procurement process, including any outside consultants or other service providers participating on behalf of the Town, must declare any perceived, possible, or actual conflicts of interest.

"Conflict of interest," when applied to the activities of the Town and its Suppliers, means a conflict or tension between one's private interests and one's public or fiduciary duties.

### **3.2 Supplier Conduct and Conflicts of Interest**

The Town requires its Suppliers to act with integrity and conduct business in an ethical manner.

All Suppliers participating in a Procurement process or providing Deliverables to the Town must declare any perceived, possible, or actual conflicts of interest and must conduct themselves in accordance with the Supplier Code of Conduct in Schedule ~~E-F~~ of this policy.

The Town may refuse to do business with any Supplier that has engaged in illegal or unethical bidding practices, has an actual or potential conflict of interest or an unfair advantage, or fails to adhere to ethical business practices.

## **Section 4 – Roles and Responsibilities**

### **4.1 Role and Responsibilities of Council**

It is the role of Council to establish policy and approve expenditures through the Town's

budget-approval process. Through this policy, Council delegates to the Town's officers and employees the authority to incur expenditures in accordance with approved budgets through the Procurement of Deliverables in accordance with the rules and processes set out in this policy and applicable protocols and procedures. Council will not generally be involved in the day-to-day Procurement operations or individual Procurement processes, except to the extent that the approval of Council is required under this policy or in the event that an exception to this policy is required.

## **4.2 Roles and Responsibilities of Employees**

Specific responsibilities pertaining to all stages of a Procurement process, from the initial identification of requirements through to the management of Contracts with Suppliers, are detailed in this policy and applicable protocols and procedures. In addition to those specific responsibilities, the general roles and responsibilities delegated to the Town's employees are set out below.

### **4.2.1 Procurement Manager**

It is the role of Procurement Services to lead the Town's Procurement operations. In fulfilling this role, the Procurement Manager, or designate, is responsible for:

- a) ensuring the consistent application of this policy and the provision of Procurement services to the Departments efficiently and diligently;
- b) developing Procurement strategies and continually analyzing business requirements and spending patterns to identify opportunities for more strategic sourcing;
- c) researching, developing, maintaining, updating, and communicating Procurement protocols, procedures, and templates;
- d) addressing any issues or concerns that arise in respect of a Procurement process and seeking guidance, support, and advice of Legal Services, as required; and
- e) providing appropriate orientation, training, and tools to employees involved in Procurement activities.

### **4.2.2 Department Heads**

It is the role of the Departments to ensure that their requirements for Deliverables are met in accordance with the principles and objectives of this policy. In fulfilling this role, Department Heads are responsible for ensuring that their Department complies with this policy and all applicable protocols and procedures, encouraging sound Procurement practices and ensuring the provision of appropriate education and training to employees

involved in Procurement activities.

Department Heads will be held accountable for any decision to proceed with a Procurement process or transaction that is not conducted in accordance with this policy or does not have the approval of Procurement Services.

#### **4.2.3 Department Employees**

Employees of all Departments are responsible for complying with this policy. Department employees involved in Procurement activities must understand their obligations and responsibilities under this policy and all applicable protocols and procedures, and they should consult with Procurement Services in respect of any questions regarding the application or interpretation of this policy or any relevant procedures.

#### **4.2.4 Procurement Services Employees**

Employees of Procurement Services are responsible for complying with this policy and ensuring this policy and all protocols and procedures are applied consistently. Employees of Procurement Services are responsible for:

- a) providing strategic support, consultation and procurement services to the Departments efficiently and diligently;
- b) assisting with the development of Procurement strategies and analysis of business requirements and spending patterns to identify opportunities for more strategic sourcing;
- c) communicating Procurement protocols, procedures, and templates to the Town; and
- d) training clients on the procurement policy, protocols and forms.

Employees of Procurement Services must understand their obligations and responsibilities under this policy and all applicable protocols and procedures, and are responsible for complying with this policy and ensuring consistent application of this policy. Employees of Procurement Services should consult with the Procurement Manager in respect of any questions regarding the application or interpretation of this policy.

Employees of Procurement Services must understand their obligations and responsibilities under this policy and all applicable protocols and procedures, and they should consult with the Procurement Manager in respect of any questions regarding the application or interpretation of this policy, and the protocols and procedures.

#### 4.2.5 Legal Services

It is the role of Legal Services to provide legal advice and assistance on the Town's Procurement activities and its relationships with Suppliers. In fulfilling this role, Legal Services is responsible for:

- a) advising the Procurement Manager as required on legal issues arising from Procurement activities and reviewing and approving specific Solicitation Documents and related documentation referred for legal review by the Procurement Manager;
- b) providing advice on the finalization of Contracts and agreements and reviewing and advising on proposed changes to the Town's standard terms and conditions, legal agreements, and Solicitation Document templates; and
- c) providing legal advice and counsel to the Town in the event of a Contract dispute or legal challenge flowing from a Procurement process.

#### 4.3 Procurement Governance Committee

Procurement Governance Committee ("PGC") is hereby established for the purpose of making determinations ~~under~~in relation to:

- (a) the Procurement Protest Protocol;
- (b) the Supplier Suspension Protocol; ~~and~~
- (c) ~~the~~ Non-Standard Procurements, with authority to procure values between \$100,000 and ~~under~~ \$250,000 inclusive; ~~and~~
- ~~(d) the~~ Non-Standard Procurements authority relating to ~~procure~~ software licenses, maintenance, and pay-related fees (excluding implementation costs) for contracts ~~of~~ up to five years and over \$250,000; ~~and (amended by By-law Number 6430-22)~~
- ~~(d)(e)~~ Non-Standard Procurements with government entities for values greater than \$250,000;
- ~~(e)(f) the definition in Schedule "A" – Glossary of Terms to Definitions determine~~ whether a country is Acting in Good Faith of Trade Treaties pursuant to the definition in Schedule "A" – Definitions; ~~and (amended by By-law Number 6676-25)~~
- ~~(f)(g) Section 6.7.4 of this policy to determine~~ whether a Bid from a Supplier that is located in a country that is not Acting in Good Faith of Trade Treaties can still be

awarded ~~a Contract due to it~~ the Deliverables ~~as~~ being deemed as essential ~~for to~~ the Town's operations, ~~of the Town or in a circumstance where it is determined to be if it is~~ the only viable submitted Bid and ~~(amended by By-law Number 6676-25)~~

(h) ~~and for~~ considering and providing input on other Procurement matters that may be referred to it by the Procurement Manager.

Meetings and deliberations of the PGC will include the Procurement Manager and at least two members of the Executive Leadership Team or ~~their designate employees of the Town~~. Legal Services will provide guidance and advice to the PGC, as required.

## Section 5 – Establishment of Supply Arrangements

### 5.1 Recurring Requirements

Before initiating a Procurement, Departments must consider the availability of existing supply arrangements. If the Deliverables will be required on a frequent or regularly recurring basis, and there is no existing supply arrangement, the Department must consult with Procurement Services about the possibility of establishing a Standing Offer or Qualified Supplier Roster.

### 5.2 Standing Offers

Standing Offers may be established for standardized Deliverables to be purchased by all Departments, where:

- (a) the requirements for Deliverables are recurring and predictable over an extended period of time;
- (b) the requirements are standard and clearly defined at the time of establishment of the Standing Offer; and
- (c) it is possible to fix pricing for the Deliverables for the duration of the Standing Offer.

The establishment of a Standing Offer does not create a contractual commitment to procure Deliverables from the Supplier. The commitment to purchase against a Standing Offer is formed at the time a specific order is placed through the issuance of a Purchase Order to the Supplier.

The Procurement Manager is authorized to establish Standing Offers through an Open Competition. The Open Competition will be managed by Procurement Services, with the co-operation and involvement of subject-matter experts from the relevant Department(s).



If multiple Standing Offers are established for the same goods or services, clear ranking methodologies and call-up procedures must be specified.

### 5.3 Qualified Supplier Rosters

Qualified Supplier Rosters may be established to prequalify Suppliers that will be eligible to compete for individual work assignments involving the delivery of a particular type of Deliverables, as and when required.

The establishment of a Qualified Supplier Roster does not create a contractual commitment to procure Deliverables from any of the Suppliers. Qualified Suppliers may be required to enter into a Master Framework Agreement. When Deliverables are required, a Roster Competition will be conducted for the purposes of awarding a contract Contract, or multiple Contracts, to ~~one of the~~ qualified Suppliers.

The Procurement Manager is authorized to conduct Open ~~Framework~~ Competitions to establish Qualified Supplier Rosters. The Such Open ~~Framework~~ Competitions will be managed by Procurement Services, with the co-operation and involvement of the Department(s), in accordance with the Qualified Supplier Roster Protocol.

## Section 6 – Procurement of Deliverables

### 6.1 Procurement Planning

Effective Procurement planning is essential to ensuring an effective result and to limit risk to the Town. Departments must follow the Procurement Planning Protocol and ensure that they leave sufficient time to plan for a Pprocurement, including time for:

- a) developing proper specifications and business requirements;
- b) obtaining internal reviews;
- c) conducting a Competitive Process, as required; and
- d) obtaining necessary approvals.

### 6.2 Market Research

Where the Department is uncertain about the Deliverables required or where there is insufficient internal knowledge about the market, the Department must consult with Procurement Services about conducting a Request for Information (“RFI”) process. An RFI process must be conducted by Procurement Services, and be openly posted in order to gather market research from prospective Bidders. It must not be used as a pre-qualification tool.

### 6.3 Procurement Value

It is important to accurately estimate the value of the Procurement to determine the appropriate Procurement method and ensure compliance with the requirements of this policy.

For continuous operations, and where the market for supply of the Deliverable permits, the Procurement Value should be calculated by considering Town needs for the next five (5) years. Possible extension years must be included in the calculation of the Procurement Value. Capital projects are to be considered as individual projects. Departments must refer to the Procurement Planning Protocol for additional guidance on determining the Procurement Value.

### 6.4 Contract-Splitting

Subdividing, splitting or otherwise structuring Procurement requirements or contracts in order to reduce the value of the Procurement or in any way circumvent the requirements or intent of this policy is not permitted.

### 6.5 Initiating Procurement

Unless specifically permitted under this policy or the Procurement protocols or procedures, Departments are not permitted to procure Deliverables or engage with potential Suppliers regarding the Procurement of Deliverables without the involvement of Procurement Services. All procurements must be initiated in accordance with the Procurement Planning Protocol.

### 6.6 Procurement Authorization

Before any Procurement process begins, authorization of the Procurement and delegation of authority to procure must be obtained in accordance with the Threshold and Authorization Schedule.

### 6.7 Standard Procurement Methods

Depending on the nature, value, and circumstances of the Procurement, the Town may procure Deliverables through the standard Procurement methods outlined below in this Section. The various thresholds are set out in Schedule C of this policy.

#### 6.7.1 Existing Supply Arrangement

##### 6.7.1.1 Ordering from Standing Offer

When a Standing Offer is available, its use is mandatory for all Departments. To purchase from a Standing Offer, Departments should process orders directly with the Supplier. The purchase from a Standing Offer can be made through P-Card or Purchase Order referring to the Standing Offer details should be created and sent to the Supplier as per the Contract. The Purchase Order referencing the Standing Offer and reflecting the prices and terms and conditions of the Standing Offer will be created and issued to the Supplier by the Department.

#### **6.7.1.2 Roster Competition**

If the Deliverables are available under an existing Qualified Supplier Roster, they must be acquired through a Roster Competition.

Roster Competitions will be managed by Procurement Services, with the co-operation and involvement of the Department, in accordance with the Qualified Supplier Roster Protocol.

#### **6.7.2 Low-Value Procurement**

Where the Procurement Value is below the Low-Value Purchase Threshold and the Deliverables are not covered under an existing Standing Offer or Qualified Supplier Roster, Departments may make Low-Value Procurements without the involvement of Procurement Services. Preference should be given to Canadian Suppliers that use Canadian-made products or Canadian-based services, where possible. ~~(amended by By-law Number 6676-25)~~

It is the responsibility of the Department to determine if there is an existing Standing Offer or Qualified Supplier Roster for the required Deliverables before making a purchase. When available, the Deliverables must be purchased in accordance with the terms of the Standing Offer or in accordance with the Qualified Supplier Roster Protocol.

For Low-Value Procurements, the Department is only required to obtain one written quote and may acquire the Deliverables using a corporate purchasing card or by submitting a Purchase Order requisition to be approved by the Manager ~~or Department Head~~ based on the individual's Financial Authority.

Where practical, Departments are encouraged to obtain multiple quotes to ensure they are obtaining the best value. Quotes may be obtained through advertisements or Supplier catalogues or by contacting the potential Supplier(s) by telephone or email.

The Department Head is responsible and accountable for Low-Value Procurements and may authorize specific individuals within the Department to make Low-Value Procurements and may assign specific spending authority limits, in accordance with the

individual's Financial Authority.

If a Department anticipates making multiple Low-Value Procurements of the same Deliverables and the total value of those purchases may exceed the applicable Low-Value Purchase Threshold, the Department must contact Procurement Services to discuss the possibility of setting up a Standing Offer or Qualified Supplier Roster.

### 6.7.3 Mid-Value Procurement (Invitational Competition)

A Mid-Value Procurement uses an Invitational Competition, in which Bids are solicited from a minimum of three Suppliers and is the standard method of Procurement when the Procurement Value is between the Low-Value Purchase Threshold and the ~~High-Value Purchase~~~~Open Competition~~ Threshold. Preference should be given to Canadian Suppliers that use Canadian-made products or Canadian-based services, where possible. For Mid-Value Procurements, the Department may acquire the Deliverables by submitting a Purchase Order requisition to be approved by the Manager or Department Head based on the individual's Financial Authority. ~~(amended by By-law Number 6676-25)~~

The Department Head is responsible and accountable for ensuring that the process is conducted in accordance with the Invitational Competition Protocol.

~~A High-Value Procurement~~~~Open Competition~~ may be conducted in lieu of a Mid-Value Procurement, where the Procurement Manager, in consultation with the Department, determines that it would be in the Town's best interest.

### 6.7.4 ~~High-Value Procurement~~ (Open Competition)

~~An~~ ~~High-Value Procurement~~~~Open Competition~~, in which Bids are solicited from all interested Suppliers through a publicly posted Solicitation Document, is the standard method of Procurement when the Procurement Value equals or exceeds the ~~High-Value Procurement~~~~Open Competition~~ Thresholds.

~~High-Value Procurements~~~~Open Competitions~~ must also be used to establish Standing Offers.

~~High-Value Procurements~~~~Open Competitions~~ may include two-stage Procurement processes in which a pre-qualification process is conducted by soliciting and evaluating submissions from all interested Suppliers ~~in order~~ to establish a short list of prequalified Suppliers that will be eligible to submit a Bid in response to a second-stage

Solicitation Document. A two-stage Procurement process may be used whenever determined appropriate by the Procurement Manager.

~~High-Value Procurements Open Competitions~~ will be managed by Procurement Services, with the co-operation and involvement of the Department, in accordance with the Open Competition Protocol.

Bids submitted by Suppliers that are located outside of Canada and in countries not Acting in Good Faith of Trade Treaties will not be considered, unless deemed in the discretion of the PGC to be essential for the operation of the Town or if no other viable Bids, as determined in the discretion of the PGC, are submitted. ~~(amended by By-law Number 6676-25)~~

## **6.8 Non-Standard Procurement**

Non-Standard Procurement means the acquisition of Deliverables through a method other than the standard method for the type and value of the Deliverables, as set out above under Section 6.7.

Non-standard Procurement methods include:

- a) acquiring Deliverables directly from a particular Supplier without conducting a Competitive Process when an Invitational Competition or an Open Competition would normally be required; and
- b) soliciting Bids from a limited number of Suppliers without conducting an open pre-qualification process when an Open Competition would normally be required.

The use of a Non-Standard Procurement process is permitted only under the specific circumstances set out in the Non-Standard Procurement Protocol and must be approved in accordance with the Non-Standard Procurement Protocol.

Under no circumstances will a Non-Standard Procurement be used for the purpose of avoiding competition among Suppliers. ~~(amended by By-law Number 6676-25)~~

## **6.9 Contract Award and Finalization**

Contracts must be awarded in accordance with this policy and the applicable protocol(s) governing the Procurement process and must be authorized in accordance with the ~~Threshold and~~ Authorization Schedule.

A Contract may be entered into through the execution of a legal agreement and/or the issuance of a Purchase Order evidencing the contract. The Contract must be entered into



prior to the delivery or provision of the Deliverables. No work shall commence without a Purchase Order having been issued with sufficient funds available for the work.

The Procurement Manager has delegated ~~A~~ authority to issue Purchase Orders on behalf of the Town. Agreements must be signed in accordance with the Threshold and Authorization Schedule.

No Contract may be entered into, either through the issuance of a Purchase Order or the execution of an agreement, unless:

- a) approved funding in an amount sufficient to cover the Procurement Value is available;
- b) the Procurement process was conducted in accordance with this policy; and
- c) applicable protocols and all required authorizations have been obtained.

## **Section 7 – Supplier Relations and Contract Management**

### **7.1 Debriefings**

Where the Town has conducted an Open Competition Request for Proposal, unsuccessful ~~Suppliers~~ Proponents may request a debriefing. Debriefings must be conducted in accordance with the Bidder Debriefing Protocol.

### **7.2 Procurement Protests**

Suppliers may formally protest the outcome of a Procurement process. Procurement protests must be managed and responded to in accordance with the Procurement Protest Protocol.

### **7.3 Contract Management**

All contracts for Deliverables must be managed by the Department in accordance with the Contract Management Protocol. Master Framework Agreements will be managed by Procurement Services in accordance with the Qualified Supplier Rosters Protocol.

### **7.4 Contract Extensions or Amendments**

Contract extensions and amendments must not be used to expand a Contract beyond what was contemplated under the terms of the Contract and the original Procurement process or to circumvent the need to procure additional Deliverables through a Competitive Process in accordance with this policy.

If a Contract amendment results in a net increase to the Contract value previously approved, the amendment must be approved in accordance with the Contract Management Protocol and the Authorization Schedule process with respect to Contract Amendments under Schedule D of this policy.

## **7.5 Supplier Performance**

The performance of a Supplier under Contract must be monitored and tracked in accordance with the Town's Supplier Performance Evaluation Protocol.

## **7.6 Supplier Suspension**

Suppliers can be suspended from participating in future Procurement processes in accordance with the Supplier Suspension Protocol.

# **Section 8 – Procurement Record-Keeping**

## **8.1 Supplier Information**

The Town must ensure that Supplier information submitted in confidence in connection with a Procurement process or Contract is adequately protected. Procurement Services and the Departments must ensure that all Bids and Contracts are kept in a secure location and are only accessible by those individuals directly involved with the Procurement or management of the Contract.

## **8.2 Procurement Records**

The maintenance, release, and management of all Procurement records must be in accordance with the Town's policies and procedures on document management and access to information and the *Municipal Freedom of Information and Protection of Privacy Act*.

Procurement Services is responsible for ensuring that all documentation relating to a Procurement is properly filed and maintained in a Procurement project file.

Documentation and reports regarding Procurement processes and Contract awards (including Non-Standard Procurements) and data necessary to trace the process conducted electronically must be maintained as required under the Town's document management policies.

# **Section 9 – Compliance Monitoring and Reporting**

## **9.1 Compliance Monitoring**

Non-compliance with this policy may expose the Town to the risk of Supplier complaints, reputational damage, Bid disputes, legal challenges, and may compromise the integrity, fairness, openness, and transparency of the process.

Department Heads are required to observe and address non-compliance with this policy within their Departments. Where instances of non-compliance are identified, the Department Head is expected to notify the Procurement Manager and obtain advice; (a) with respect to mitigating potential risks to the Town arising from the non-compliance; and (b) to ensure future non-compliance is avoided.

The Procurement Manager is responsible for monitoring compliance across the organization. Based on the results of compliance monitoring, reports outlining instances of non-compliance will be issued by the Procurement Manager to the relevant Department Head. The Department Head must address the identified compliance concerns and submit a written confirmation of actions taken to the Procurement Manager. Ongoing concerns with respect to compliance will be subject to internal audit.

The Procurement Manager will address noncompliance in accordance with the procedures established under the Non-Compliance Reporting and Remediation Protocol.

## **9.2 Audit**

All Procurement activities will be subject to audit by York Region Audit Services.

## **9.3 Reporting**

The Procurement Manager will prepare and submit to Council a quarterly report summarizing the Town's Procurement activities, including:

- (a) Non-standard Procurements; and
- (b) Procurements over \$250,000.

# **Section 10 – Green Procurement**

## **10.1 Green Procurement**

Town staff are responsible for ensuring that their procurements address the Town's green procurement objectives in a manner consistent with the Green Procurement Policy.

## Schedule A – ~~Glossary of Terms~~Definitions

**“Acting in Good Faith of Trade Treaties”** means that the respective country is honouring the terms of their trade treaty and not applying additional tariffs, as determined in the discretion of the PGC. ~~(amended by By-law Number 6676-25)~~

**“Authority” or “Authorized”** means the legal right to conduct the tasks outlined as directed by Council and delegated through the office of the CAO to the Directors and subsequently to the Procurement Manager. Authorized acquisitions are those that have prior approval of Council either through resolution or through the departmental budget;

**“Bid”** means a submission in response to a Solicitation Document, and includes proposals, quotations, or responses.

**“Bidder”** means a Supplier that submits a Bid, and includes proponents and respondents.

**“CAO”** means the Chief Administrative Officer ~~for of~~ the Town.

**“Competitive Process”** means the ~~solicitation~~Solicitation of Bids from multiple Suppliers.

**“Consultant”** means a Person appointed by the Town to provide Professional Services to the Town;

**“Contract”** means a commitment by ~~the which~~ Town ~~for agrees to~~ the Procurement of ~~Deliverables~~deliverables from Work by a Supplier, which may be evidenced by an agreement executed by the Supplier and the Town, or a Purchase Order issued by the Town to the Supplier.

**“Contractor”** means the Supplier contracted by the Town to complete/provide the Work~~Deliverables pursuant to the terms of thea~~ Contract;

**“Contract Administrator”** means an employee assigned to the management of a Contract.

**“Council”** means the ~~elected~~acting Council of the Town consisting of the Mayor and Council Members elected by the constituents of the Town of Aurora.

**“Deliverables”** means ~~any all~~ goods, services, ~~or~~ construction, Work, work products, and other outputs that are, or are required to be, created, produced, delivered, performed, or provided under a Contractor combination thereof.

**“Department”** means the department of the Town that is requisitioning the Work and~~purchase of the~~ Deliverables.

**“Department Head”** means ~~a the~~ Director ~~(or designate) of the Town who is responsible~~

~~for~~ of a Department, ~~or their designate~~, and shall include the CAO with respect to ~~his/her~~their direct responsibilities for ~~a the~~ Department.

**"Department Lead"** means the ~~Department~~ employee of a Department who has been assigned primary responsibility for a Procurement.

**"Division"** means the division of the Town that is requisitioning ~~the Work and purchase of~~ the Deliverables.

**"Division Manager"** means the Manager of a Division, or their designate, ~~of the Town who is responsible for a Division~~.

**"Equipment"** means the materials, goods, services, or products to be provided to the Town pursuant to the Solicitation Document and which are necessary to complete the requirements of the Contract.

**"Financial Authority"** refers to the Town's financial authority registry which outlines the signing authority for individual Town employees.

**"High-Value Procurement"** is an Open Competition where Bids are sought from Suppliers within the High Value Procurement threshold set out in Schedule C of this policy.

**"High-Value Purchase Threshold"** means the minimum value for a Procurement- that the Town must procure using an Open Competition.

**"Invitational Competition"** means a Competitive Process in which an invitation to submit Bids is issued to at least three Suppliers.

**"Legal Services"** means the Town's Legal Services division.

**"Low-Value Procurement"** means any Procurement of Deliverables with a value below the Low-Value Purchase Threshold set out in Schedule C of this policy, except where the Procurement is made through an existing Standing Offer or Qualified Supplier Roster.

**"Low-Value Purchase Threshold"** means the maximum value for a Procurement of Deliverables that the Town may procure without proceeding with an Open Competition.

**"Master Framework Agreement"** means a master agreement entered into between the Town and ~~the prequalified~~ Suppliers that ~~have been included~~are on a Qualified Supplier Roster.

**"Mid-Value Procurement"** is an Invitational Competition where ~~bids~~Bids are sought from ~~three s~~Suppliers within the Mid-Value Procurement threshold set out in Schedule C of this policy.



**“Non-Standard Procurement”** means the acquisition of Deliverables through a process or method other than the standard method required for the type and value of the Deliverables. Non-standard Procurement methods include:

- a) acquiring Deliverables directly from a particular Supplier without conducting a Competitive Process when an Invitational Competition or an Open Competition would normally be required; and
- b) soliciting Bids from a limited number of Suppliers without conducting an open pre-qualification process when an Open Competition would normally be required.

**“Open Competition”** means the solicitation of Bids through a publicly posted Solicitation Document.

**“Open Competition Threshold”** means the minimum value for a Procurement that the Town must procure using an Open Competition.

~~**“Open Framework Competition”** means the Competitive Process used to establish a Qualified Supplier Roster and provide for an ongoing application process during the term of the Qualified Supplier Roster, as further described in the Qualified Supplier Rosters Protocol.~~

**“Performance Evaluation Report”** means a report evaluating a Supplier’s performance in accordance with the Town’s Supplier Performance Evaluation Protocol, and includes both Interim and Final Performance Evaluation Reports.

~~**“Person”** means an individual, corporation, partnership, firm, or an unincorporated association;~~

~~**“Piggyback”** means a Procurement using an existing competitive award from another government entity or -agency.~~

**“Procurement”** means the acquisition of Deliverables by purchase, rental, or lease.

**“Procurement Governance Committee” (“PGC”)** means the committee established by the Town under the Procurement Policy for the purposes of considering and making determinations on procurement-related matters, including determinations under the Town’s Procurement Protest Protocol, and the Supplier Suspension Protocol.

**“Procurement Manager”** means the individual officer or employee of the Town who is responsible for Procurement Services.

**“Procurement Plan”** means the plan developed by a Department at the outset of an Invitational Competition or Open Competition in accordance with the Competitive Procurement Planning Protocol.

**“Procurement Services”** means the ~~branch~~, department, division, or unit responsible for purchasing Deliverables for the Town.

**“Procurement Value”** means the maximum total value of the Deliverables being procured, and it must include all costs to the Town, including, as applicable, acquisition, maintenance, replacement, and disposal; training, delivery, and installation; and extension options, less applicable rebates or discounts and exclusive of sales taxes.

**“Professional Services”** means services requiring technical or specialized skills or expertise and which are provided by a Person for a fee on the basis of a defined project or undertaking to recommend and assist with implementing solutions; this includes services of those holding professional licenses, such as architects, auditors, engineers, lawyers, designers, surveyors, management and financial consultants, brokers, soil consultants, real estate appraisers, Ontario land surveyors, and any other consulting service rendered on behalf of the Town.

**“Purchase Order”** means the Town’s written document issued by a duly authorized employee of the Town to a Supplier formalizing all the terms and conditions of the purchase and supply of the Deliverables identified on the face of the Purchase Order.

**“Purchasing Card”** means a credit card provided by the Town to authorized officers and employees of the Town for their use as a payment method to purchase directly from Suppliers where permitted under the Procurement Policy and in accordance with any cardholder agreement and applicable procedures.

**“Qualified Supplier Roster”** means a list of Suppliers that have participated in and ~~successfully~~ met the requirements of a Request for Pre-Qualifications (~~“RFPQ”~~) and have therefore been prequalified to perform individual work assignments for the Town involving the delivery of a particular type of Deliverable. ~~The Suppliers that qualify for inclusion on the Qualified Supplier Roster will enter into a Master Framework Agreement and will be eligible to participate in Roster Competitions, as and when the goods or services are required.~~

**“Request for Information” or “RFI”** means a market research initiative for the collection of data for the purposes of future Procurement planning.

**“Request for Pre-Qualifications” or “RFPQ”** means a Request for Information about potential Suppliers to determine whether they have the qualifications and capability to perform the contractual obligations as may be required to establish a Qualified Supplier Roster;

**“Request for Proposal” or “RFP”** means a Solicitation for Bidders to propose solutions or ideas on how the proposed Work Deliverables should be completed/fulfilled, along with their proposed cost for completing/fulfilling the proposed Work Deliverables;

**“Request for Quote” or “RFQ”** means a Solicitation for Bidders to provide an irrevocable

quote with respect to how much it would cost ~~them~~ to provide the Town with Deliverables as described by the Town;

**“Request for Tender” or “RFT”** means a Solicitation used to obtain irrevocable competitive Bids, through a sealed Bid process, in cases where the Town has specified the details of the ~~Work~~Deliverables that ~~are~~is required;

**“Roster Competition”** means an ~~expedited~~, invitational competition between Suppliers ~~that have been included~~ on a Qualified Supplier Roster for the selection of at least one such Supplier to ~~perform~~fulfill a discrete ~~work~~assignment for Deliverables during the term of the roster.

**“Solicitation” or “Solicitation Document”** means the document issued by the Town, ~~or in the case of a piggyback Procurement~~ or by a government agency or public authority in the case of a Piggyback Procurement, to solicit Bids from Bidders, which may be in the form of an RFQ, RFP, RFT, or other RFx bid document.

**“Standing Offer”** means a written offer from a pre-approved Supplier Bidder to supply Deliverables to the Town, upon request, through the use of an ordering process during a particular period of time, at a predetermined price or discount, generally within a predefined dollar limit. ~~The Standing Offer does not create a contractual commitment from either party for a defined volume of business. The, and the, commitment to purchase against a Standing Offer is formed at the time a specific order is placed through the issuance of a Purchase Order to the~~ Supplier Bidder.

fulfilling Deliverables

**“Supplier”** means a person carrying on the business of providing Deliverables.

**“Total Cumulative Increase”** means the total value of all increases to the original Procurement Value, including the value of all previously approved amendments and the value of the proposed amendment.

**“Town”** means The Corporation of the Town of Aurora.

**“Work”** means the total works, goods, equipment, and related services ~~and Deliverables~~ performed or provided, or to be performed or provided, by the Contractor or Consultant, or their agents, permitted assigns, and/or ~~S~~sub-contractors or ~~S~~sub-consultants, along with the provision of supplies, as needed to complete the requirements of a Contract and any associated Solicitation Document.

## Schedule B – Non-Standard Procurements~~Exclusions~~

### ~~Excluded Acquisitions and Expenditures~~

This policy does not apply with respect to competitive Procurement requirements, and in such cases Procurement can be conducted as a Non-Standard Procurement, when:

- ~~(a) — This policy does not apply to Contracts, agreements or costs related for the sale, purchase, lease, or licence of land or existing buildings.~~
- ~~(b) — This policy does not apply to the acquisition of the following Deliverables:~~
  - ~~i. — services provided by licensed lawyers, notaries or forensic auditors;~~
  - ~~ii. — services of expert witnesses or factual witnesses used in court or legal proceedings, including tribunal matters;~~
  - ~~iii. — financial services including banking, merchant fees, brokerage, debt issuance, and investments;~~
  - ~~iv. — insurance premiums and services, including insurance adjusters, and replacement purchases made as a result of an insurance claim;~~
  - ~~v. — goods intended for resale to the public;~~
  - ~~vi. — goods purchased on a commodity market;~~
  - ~~vii. — works of art; and~~
  - ~~viii. — subscriptions to newspapers, magazines, or other periodicals.~~
- ~~(c) — This policy does not apply to Contracts or agreements relating to hiring of employees or employee compensation, or memberships or dues, or reimbursement of employee expenses, or employee training, including conferences, courses, and seminars.~~
- ~~(d) — This policy does not apply to goods or services procured from a government entity or non-profit organization. Note: This exclusion does not apply to procurements that are covered by the Canada-European Union Comprehensive Economic and Trade Agreement (the “CETA”).~~
- ~~(e)~~(a) ~~This policy does not apply with respect to competitive Procurement requirements, and in such cases Procurement can be conducted as a Non-Standard Procurement, when~~ it can be demonstrated that the ~~goods or services~~Deliverables can be supplied only by a particular Supplier and no alternative or substitute exists for the following reason(s):
  - i. there is an absence of competition for technical reasons;

ii. patents, copyrights, or other exclusive rights must be protected.

~~(f) This policy does not apply when the Procurement is for:~~

~~(g)(b) goods or consulting services~~ the Deliverables regarding involve matters of a confidential or privileged nature and the disclosure of those matters through an Open Competition ~~could~~ reasonably ~~be~~ ~~expected~~ ~~to~~ ~~compromise~~ government confidentiality, result in the waiver of privilege, cause economic disruption, or be contrary to the public interest;

~~(h)(c) the Deliverables consist of~~ a prototype or a first good or service to be developed in the course of and for a particular Contract for research, experiment, study, or original development, but not for any subsequent purchases;

~~(i)(d) goods~~ the Deliverables are available under exceptionally advantageous circumstances that arise infrequently or are will only be available in the very short term, such as resale of used equipment, liquidation, bankruptcy, or receivership;

~~i. a Contract to be awarded to the winner of a design contest and the contest was organized in a fair and transparent manner and was advertised by publicly posted notice and participants were judged by an independent jury;~~

~~ii. The Procurement is being conducted on behalf of an entity that is not covered by the Procurement Policy.~~

~~(j)(e) This policy does not apply with respect to competitive Procurement requirements when~~ unforeseeable events have resulted in a situation where extreme urgency exists and the ~~goods or services~~ Deliverables could not be obtained in time through an Open Competition. ~~In such cases, the Procurement may be conducted as a Non-Standard Procurement.~~ Note: ~~The the~~ Department Lead must clearly identify and explain the unforeseeable events that brought about the urgency. ~~Failure failure~~ to plan for and proceed with a Procurement in a timely manner will not be considered a valid reason for a Non-Standard Procurement.;

~~(k)(f) This policy does not apply with respect to competitive Procurement requirements when~~ the Procurement Value is below the Open Competition Threshold, and it is in the best interests of the Town to proceed with a Non-Standard Procurement. ~~In such cases, the Procurement may be conducted as a Non-Standard Procurement.~~ Note: ~~The the~~ Department Lead must clearly explain why it is in the Town's best interest to proceed with a Non-Standard Procurement rather than an Invitational Competition.;



~~(g) This policy does not apply with respect to competitive Procurement requirements when the Procurement is otherwise exempt from Open Competition requirements under all applicable trade agreements, so long as the Supplier's country is Acting in Good Faith of Trade Treaties, and it is in the best interests of the Town to proceed with a Non-Standard Procurement. In such cases, the Procurement may be conducted as a Non-Standard Procurement. Note: The the Department Lead must indicate the specific section(s) of the applicable trade agreements that provide for the exemption and clearly explain why it is in the Town's best interest to proceed with a Non-Standard Procurement rather than an Open Competition. (amended by By-law Number 6676-25)~~

~~(h) the Procurement is to be awarded under a Piggyback arrangement, as permitted under this policy;~~

~~(i) there cannot be a change made to the existing Supplier due to economic or technical reasons, software licenses/maintenance/services, or installations procured under the initial procurement;~~

~~(j) there cannot be a change made to the existing Supplier due to a significant inconvenience or substantial duplication of costs for the Town;~~

~~(k) the Procurement is for an offer to buy-out equipment or extend a rental contract that may be beneficial to the Town;~~

~~(l) the Procurement is due to a Contract termination/expiry/or other reason, and the Deliverables are Purchased for a short interim period to meet immediate recurring business requirements while a related Procurement process is initiated for a longer-term supply of the same Deliverables;~~

~~(m) an Open Competition was conducted for the required Deliverables and did not result in the receipt of any valid Bids in accordance with this policy.~~

~~(l) This policy does not apply to payment of the Town's general expenses, such as:~~

~~i. Taxes including Harmonized Sales Tax (HST), remittance of property taxes and development charges to school boards and York Region~~

~~ii. Debt repayment and sinking fund contributions~~

~~iii. Costs related to employee training, development and recruitment in~~

~~accordance with Town policies~~

~~iv. Grants to agencies in accordance with Town policies~~

~~v. Postage and courier services~~

~~vi. Utility charges for consumption and acquisition of water, sewer, electricity, natural gas~~

~~vii. Utility relocation and construction costs relating to a capital project~~

~~viii. Town sponsored employee purchase programs~~

~~ix. Employment agencies for temporary employment contracts~~

~~x. Appraisal fees~~

~~xi. Arbitrator, mediator and other similar professionals~~

~~xii. Suppliers and entertainers for special events and programs~~

~~xiii. Goods, services or construction where 100 percent of the total cost is funded by a third party~~

#### **~~1. Approval and Payment of Excluded Acquisitions and Expenditures~~**

~~The approval and payment of excluded items is to be completed in accordance with the Town's financial authority registry.~~

## Schedule "C" – Procurement Thresholds

Table 1 – Procurement Thresholds

Low-Value Procurements	<u>Less than</u> <del>Below</del> \$50,000
Mid-Value Procurements (Invitational Competition)	\$50,000 to less than \$100,000
<u>High-Value Procurements</u> <del>(Open-Competition)</del>	\$100,000 and <del>over</del> <u>greater</u>

~~(amended by By-law Number 6676-25)~~

## Schedule D – Threshold and Authorization Schedule

### A. Standard Procurement-

Table 1 – Table of Authority ~~(amended by By-law Number 6676-25)~~

Procurement Method and Threshold	Authorize to Initiate Procurement	Delegated Authority to Award*	Contract Requirement
Order from Existing Standing Offer	Department Head	Division Manager	Use existing contract from standing offer if available; Contract approved based on Financial Authority
Roster Competition Less than \$50,000	Department Head	Division Manager	Use existing contract from roster if available; Contract approved based on Financial Authority
Roster Competition \$50,000 and <del>over</del> <b>greater</b>	Department Head	Division Manager and Procurement Manager	Use existing contract from roster if available; Contract approved based on Financial Authority
Low-Value Procurement <del>Below less than</del> <b>\$5025,000</b>	Department Head <del>or designate</del>	Division Manager	None required
<del>Low-Value Procurement \$25,000 to less than \$50,000</del>	<del>Department Head</del>	<del>Division Manager</del>	<del>Purchase Order required</del>
Mid-Value Procurement (Invitational Competition) \$50,000 to <del>less than</del> <b>&lt;\$100,000</b>	Department Head	Division Manager	Required for all procurements in a form approved by Legal Services; Contract approved based on Financial Authority
<del>High-Value Procurement (Open Competition) less than &lt;\$1,000,000M</del>	Department Head	Division Manager and Procurement Manager	Required for all procurements in a form approved by Legal Services; Contract approved by Department Head or

			delegate, in accordance with Financial Authority
<b><u>High-Value Procurement (Open Competition-)</u></b> <b><u>equal to or greater than \$1,000,000</u></b> <b><u>≥\$1M</u></b>	Department Head	Division Manager and Procurement Manager	Required for all procurements in a form approved by Legal Services; Contract approved by CAO

\*The ability to award is contingent on the individual having the Financial Authority to do so.



## 1. Authorization Process

- a) The Department Lead completes the ~~Procurement Authorization Form~~requisition and submits it to the Department Head.
- b) The Department Head reviews and may approve~~s~~ the requisition~~Procurement Authorization Form~~.
- c) If a Contract is required and is valued at less than \$1,000,000 ~~-million dollars~~, then it must be in a form approved by Legal Services and signed by an individual in the Department with the appropriate Financial Authority. If the Contract required is equal to or greater than \$1,000,000 ~~-million dollars~~, then the Contract must be in a form approved by Legal Services and approved and signed by the CAO.
- d) No Procurement may be authorized unless sufficient funding is available in an approved budget, unless authorized by Council.

## 2. Delegated Authority to Procure

The delegation of authority to procure includes the authority to:

- a) conduct the Procurement process in accordance with this policy and applicable Town protocols;
- b) approve the Procurement document(s) for a Competitive Process;
- c) approve the selection of qualified Bidders in a multi-stage Open Competition;
- d) approve the establishment of Qualified Supplier Rosters ~~in an Open Framework Competition~~; and
- e) approved~~d~~ the award of the Contract.

## 3. Conditions of Delegated Authority to Procure

Delegated authority to procure is subject to the following conditions:

- a) No Procurement may be initiated unless approved budget funding in an amount sufficient to cover the Procurement Value is available.
- b) In the case of a multi-stage Open Competition ~~or an Open Framework Competition~~, qualified Bidders are selected in accordance with the evaluation and selection

process set out in the Solicitation Document.

c) No Contract award may be approved unless:

- i. sufficient funding is available in an approved budget;
- ii. the Procurement process was conducted through the standard Procurement method, as determined in accordance with this policy;
- iii. the Procurement process was conducted in accordance with this policy and all applicable protocols; and
- iv. in the case of a Competitive Process, the Contract is awarded to the top-ranked Bidder, as determined in accordance with the evaluation and selection process set out in the Solicitation Document.

Where the authority to procure is delegated to multiple individuals, all ~~those such~~ individuals must be satisfied that the above conditions of delegated authority are met.

#### 4. Council Authority

If any of the applicable conditions of delegated authority are not met, Council approval must be obtained before proceeding with any Procurement activity.

#### B. Non-Standard Procurement

**Table 2 – Table of Authority** ~~(amended by By-law Number 6676-25)~~

Procurement Value		Authorize Procurement	Delegated Authority to Procure
< Open Competition Threshold		Department Head	Department Lead
<del>\$100K</del> <u>100,000</u> < <del>\$250K</del> <u>250,000</u>		PGC	Department Head
<del>\$250K</del> <u>250,000</u> and <del>over</del> <u>greater</u>	for software licenses, maintenance, and related fees (excluding implementation costs) for contracts of up to five years	PGC	Department Head

	<u>for Piggyback Procurements</u>	<u>PGC</u>	
	for all other procurements	Council	

## 1. Authorization Process

- (a) The Department Lead completes the ~~Non-Standard Procurement Authorization Form~~requisition and submits it to the Department Head.
- (b) The Department Head reviews and may approves the ~~Non-Standard Procurement Authorization Form~~requisition.
- (c) If the Procurement Value is less than the applicable Open Competition Threshold, the Department Head may authorize the Procurement and delegate the authority to procure to the Department Lead.
- ~~(deleted by By-law Number 6676-25)~~
- (d) If the Procurement Value is equal to or greater than \$100,000 but less than \$250,000, the PGC may authorize the Procurement and delegate the authority to procure to the Department Head.
- ~~(c)~~ No Procurement may be authorized unless sufficient funding is available in an approved budget, unless authorized by Council.
- (e)
- (f) If the Procurement Value is equal to or greater than \$250,000, the Department Head must submits a report to Council for Authority to proceed with the Pprocurement. Council may then authorize the Procurement and delegate the aAuthority to procure to the Department Head.

~~No Procurement may be authorized unless sufficient funding is available in an approved budget, unless authorized by Council.~~

~~(g) If the Procurement Value is equal to or greater than \$250,000 and is for the procurement of a software license, maintenance, or related fees (excluding implementation costs) for a contract of up to five years, the PGC may authorize the Procurement and delegate the authority to procure to the Department Head.~~  
~~(amended by By-law Number 6430-22)~~

~~(h) If the Procurement Value is equal to or greater than \$250,000 and is for a Piggyback with a government entity or agency, the PGC may authorize the Procurement and delegate the authority to procure to the Department Head.~~

## 2. Delegated Authority to Procure

In the case of a Non-Standard Procurement, the delegation of authority to procure includes the authority to negotiate and finalize the Contract with the selected Supplier.

Contract requirements follow the same thresholds as standard Procurements. No Contract may be finalized unless sufficient funding is available in an approved budget and is approved by Legal Services.

### C. Contract Issuance or Execution

#### 1. Authorized Signatories

The Procurement Manager has delegated authority to issue Purchase Orders on behalf of the Town.

The following individuals have delegated authority to execute legal agreements on behalf of the Town:

**Table 3 – Authorized Signatories**

Procurement Value	Authorized Signatory
< \$ <del>1M</del> <u>1,000,000</u>	Department Head or delegate, in accordance with Financial Authority
≥ \$ <del>1M</del> <u>1,000,000</u>	CAO

Note: All eContracts shall be reviewed by Legal Services prior to signing.

## 2. Review and Execution Process

- a) In accordance with the delegated authority to procure, the authorized individual(s):
  - i. approves the award of the Contract;
  - ii. confirms all pre-conditions of award are met; and
  - iii. assembles all Contract documents and provides the Contract documents to Legal Services for review.
- b) If an agreement is to be signed, Legal Services reviews and approves the agreement for signature and the agreement is sent to the Authorized Signatory.
- c) The agreement is signed by the Authorized Signatory.

## 3. Pre-Approval of Standard Term Contracts

Legal Services may approve standard term Contract documents, including Purchase Order terms, standard forms of agreement, and supplementary terms and conditions for use in specified circumstances and subject to established conditions.

## D. Contract Amendments

**Table 4 – Table of Authority if Total Cumulative Increase is Less Than 20% of Original Procurement Value**

Total Cumulative Increase	Authorize Amendment
< \$50,000	Department Head
≥ \$50,000	CAO

**Table 5 – Table of Authority if Total Cumulative Increase is Equal to or More Than 20% of Original Procurement Value**

Total Cumulative Increase	Authorize Amendment
< \$250,000	<del>Chief Administrative Officer</del> <u>CAO</u>
≥ \$250,000	Council

Total Cumulative Increase means the total value of all increases to the original Procurement Value, including the value of all previously approved amendments and the value of the proposed amendment.

## 1. Authorization Process



- a) The Contract Administrator completes the Contract Amendment Authorization Form requisition.
- b) Based on the Procurement Value, the Contract Administrator obtains the appropriate authority in accordance with the above tables. If the amendment must be authorized by the CAO, the requisition must first be approved by the Department Head then by the CAO. If the Procurement Value is less than the applicable Open Competition Threshold, the Contract Administrator obtains the appropriate authority based on the above tables. If the amendment must be authorized by the Department Head or CAO, the Contract Amendment Authorization Form must first be approved by the Department Head when CAO approval is required.
- c) ~~If the Total Cumulative Increase is equal to or greater than the applicable Open Competition Threshold, the Contract amendment must be treated as a Non-Standard Procurement and the Contract Amendment Authorization Form must be reviewed by the PGC. The PGC reviews and addresses any concerns with the Department Head. Once any concerns have been resolved or noted on the Contract Amendment Authorization Form, the Form shall be submitted to the CAO based on Table 4 above and if the increase is more than 20% of the original value, the Department Head shall seek approval from Council in a report in accordance with the authority in Table 5 above.~~
- d)c) No Contract amendment may be authorized unless sufficient funding is available in an approved budget, unless authorized by Council.

## Schedule E – Exclusions

### 1. Excluded purchases, acquisitions, and expenditures

(a) This policy does not apply to the acquisition of the following Deliverables:

- i. services provided by licensed lawyers, notaries, or forensic auditors;
- ii. services of expert witnesses or factual witnesses used in court or other legal proceedings, including tribunal matters;
- iii. financial services including banking, merchant fees, brokerage, debt issuance, and investments;
- iv. insurance premiums and services, including insurance adjusters, and replacement purchases made as a result of an insurance claim;
- v. goods intended for resale to the public;
- vi. goods purchased on a commodity market;
- vii. works of art;
- viii. subscriptions to newspapers, magazines, or other periodicals.
- ix. goods-, services or construction where 100 percent of the total cost is funded by a third party;
- x. advertising for Town services or programs;
- xi. good or services for public relations, media, social media monitoring, trade show registration, booth rentals, and event sponsorship;
- xii. suppliers and entertainers for special events and programs;
- xiii. goods or services for the purpose of conducting a municipal by-election.;

(b) This policy does not apply to Contracts or agreements relating to hiring of employees or employee compensation, or memberships or dues, or reimbursement of employee expenses, or employee training, including conferences, courses, and seminars.

(c) This policy does not apply to goods or services procured from a government entity or non-profit organization. Note: This exclusion does not apply to Pprocurements that are covered by the Canada-European Union Comprehensive Economic and Trade Agreement (the “CETA”).

(d) This policy does not apply when the Procurement is for a Contract to be awarded to the winner of a design contest, andif the contest was organized in a fair and transparent manner and was advertised by a publicly posted notice and participants were judged by an independent jury;

- (e) This policy does not apply when the Procurement is being conducted on behalf of an entity that is not covered by the Procurement Policy.
- (f) This policy does not apply to payment of the Town's general expenses, such as:
- i. Taxes including Harmonized Sales Tax (HST), remittance of property taxes, and development charges to school boards and York Region;
  - ii. Debt repayment and sinking fund contributions;
  - iii. Costs related to employee training, development, and recruitment in accordance with Town policies;
  - iv. Grants to agencies in accordance with Town policies;
  - v. Postage and courier services;
  - vi. Utility charges for consumption and acquisition of water, sewer, electricity, and natural gas;
  - vii. Utility relocation and construction costs relating to a capital project;
  - viii. Town-sponsored employee purchase programs;
  - ix. Employment agencies for temporary employment contracts;
  - x. Appraisal fees;
  - xi. Arbitrators, mediators, and other similar professionals.

## **2. Approval and Payment of Excluded Acquisitions and Expenditures**

The approval and payment of excluded items is to be completed in accordance with the Town's financial authority registry.

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## **Schedule ~~E~~F – Supplier Code of Conduct**

The Town requires its Suppliers to act with integrity and conduct business in an ethical manner. The Town may refuse to do business with any Supplier that has engaged in illegal or unethical bidding practices, has an actual or potential conflict of interest or an unfair advantage, or fails to adhere to ethical business practices.

Suppliers are responsible for ensuring that any employees, representatives, agents, or subcontractors acting on their behalf conduct themselves in accordance with this Supplier Code of Conduct. The Town may require the immediate removal and replacement of any individual or entity acting on behalf of a Supplier that conducts themselves in a manner inconsistent with this Supplier Code of Conduct. The Town may refuse to do business with any Supplier that is unwilling or unable to comply with such requirement.

### **A. Illegal or Unethical Bidding Practices**

Illegal or unethical bidding practices include:

- a) bid-rigging, price-fixing, bribery or collusion, or other behaviours or practices prohibited by federal or provincial statutes;
- b) offering gifts or favours to the Town's officers, employees, appointed or elected officials, or any other representative of the Town;
- c) engaging in any prohibited communications during a Procurement process;
- d) submitting inaccurate or misleading information in a Procurement process; and
- e) engaging in any other activity that compromises the Town's ability to run a fair Procurement process.

The Town will report any suspected cases of collusion, bid-rigging, or other offences under the *Competition Act* to the Competition Bureau or to other relevant authorities.

### **B. Conflicts of Interest**

All Suppliers participating in a Procurement process must declare any perceived, possible, or actual conflicts of interest.

The term "conflict of interest," when applied to Suppliers, includes any situation or circumstance where:

- a) in the context of a Procurement process, the Supplier has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:
  - i. having, or having access to, confidential information of the Town that is not available to other Suppliers;
  - ii. having been involved in the development of the Procurement document, including having provided advice or assistance in the development of the Procurement document;
  - iii. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Procurement document;
  - iv. communicating with any person with a view to influencing preferred treatment in the Procurement process (including but not limited to the lobbying of decision-makers involved in the Procurement process); or
  - v. engaging in conduct that compromises, or could be seen to compromise, the integrity of an open and competitive Procurement process or render that process non-competitive or unfair; or
- b) in the context of performance under a potential Contract, the Supplier's other commitments, relationships, or financial interests:
  - i. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgment; or
  - ii. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

Where a Supplier is retained to participate in the development of a Solicitation Document or the specifications for inclusion in a Solicitation Document, that Supplier will not be allowed to respond, directly or indirectly, to that Solicitation Document.

### **C. Ethical Business Practices**

In providing Deliverables to the Town, Suppliers are expected to adhere to ethical business practices, including:

- a) performing all Contracts in a professional and competent manner and in accordance with the terms and conditions of the Contract and the duty of honest performance;
- b) complying with all applicable laws, including safety and labour codes (both domestic and international as may be applicable); and



- c) providing workplaces that are free from harassment and discrimination.

## Updated **Schedule B – Non-Standard Procurements**

This policy does not apply with respect to competitive Procurement requirements, and in such cases, Procurement can be conducted as a Non-Standard Procurement, when:

- (a) it can be demonstrated that the goods or services can be supplied only by a particular Supplier, and no alternative or substitute exists for the following reason(s):
  - i. there is an absence of competition for technical reasons;
  - ii. patents, copyrights, or other exclusive rights must be protected.
- (b) goods or consulting services regarding matters of a confidential or privileged nature and the disclosure of those matters through an Open Competition could reasonably be expected to compromise government confidentiality, result in the waiver of privilege, cause economic disruption, or be contrary to the public interest;
- (c) a prototype or a first good or service to be developed in the course of and for a particular Contract for research, experiment, study, or original development, but not for any subsequent purchases;
- (d) goods available under exceptionally advantageous circumstances that arise only in the very short term, such as resale of used equipment, liquidation, bankruptcy, or receivership;
- (e) unforeseeable events have resulted in a situation where extreme urgency exists and the goods or services could not be obtained in time through an Open Competition - Note: the Department Lead must clearly identify and explain the unforeseeable events that brought about the urgency; failure to plan for and proceed with a Procurement in a timely manner will not be considered a valid reason for a Non-Standard Procurement;
- (f) the Procurement Value is below the Open Competition Threshold and it is in the best interests of the Town to proceed with a Non-Standard Procurement - Note: the Department Lead must clearly explain why it is in the Town's best interest to proceed with a Non-Standard Procurement rather than an Invitational Competition;
- (g) the Procurement is otherwise exempt from Open Competition requirements under all applicable trade agreements, so long as the Supplier's country is Acting in Good Faith of Trade Treaties, and it is in the best interests of the Town to proceed with a Non-Standard Procurement - Note: the Department Lead must indicate the specific section(s) of the applicable trade agreements that provide for the exemption and clearly

explain why it is in the Town's best interest to proceed with a Non-Standard Procurement rather than an Open Competition;

- (h) the Procurement is to be awarded under a Piggyback arrangement, as permitted under this policy;
- (i) there cannot be a change made to the existing Supplier due to economic or technical reasons, software licenses/maintenance/services, or installations procured under the initial procurement;
- (j) there cannot be a change made to the existing Supplier due to a significant inconvenience or substantial duplication of costs for the Town;
- (k) the Procurement is for an offer to buy-out equipment or extend a rental contract that may be beneficial to the Town;
- (l) the Procurement is due to a Contract termination/expiry/or other reason, and Deliverables are Purchased for a short interim period to meet immediate recurring business requirements while a related Procurement process is initiated for a longer-term supply of the same Deliverables;
- (m) an Open Competition was conducted for the required Deliverables and did not result in the receipt of any valid Bids in accordance with this policy.

## Updated **Schedule E - Exclusions**

1. Excluded purchases, acquisitions and expenditures:

(a) This policy does not apply to the acquisition of the following Deliverables:

- i. services provided by licensed lawyers, notaries or forensic auditors;
- ii. services of expert witnesses or factual witnesses used in court or legal proceedings, including tribunal matters;
- iii. financial services including banking, merchant fees, brokerage, debt issuance, and investments;
- iv. insurance premiums and services, including insurance adjusters, and replacement purchases made as a result of an insurance claim;
- v. goods intended for resale to the public;
- vi. goods purchased on a commodity market;
- vii. works of art;
- viii. subscriptions to newspapers, magazines, or other periodicals.
- ix. goods, services or construction where 100 percent of the total cost is funded by a third party;
- x. advertising for Town services or programs;
- xi. public relations, media, social media monitoring, trade show registration, booth rentals, and event sponsorship;
- xii. Procurements for By-election services;

(b) This policy does not apply to Contracts or agreements relating to hiring of employees or employee compensation, or memberships or dues, or reimbursement of employee expenses, or employee training, including conferences, courses, and seminars.

(c) This policy does not apply to goods or services procured from a government entity or non-profit organization. Note: This exclusion does not apply to procurements

that are covered by the Canada-European Union Comprehensive Economic and Trade Agreement (the “CETA”).

(d) This policy does not apply when the Procurement is for a Contract to be awarded to the winner of a design contest, and the contest was organized in a fair and transparent manner and was advertised by publicly posted notice and participants were judged by an independent jury.

(e) This policy does not apply when the Procurement is being conducted on behalf of an entity that is not covered by the Procurement Policy.

(f) This policy does not apply to payment of the Town’s general expenses, such as:

- i. Taxes including Harmonized Sales Tax (HST), remittance of property taxes and development charges to school boards and York Region
- ii. Debt repayment and sinking fund contributions
- iii. Costs related to employee training, development and recruitment in accordance with Town policies
- iv. Grants to agencies in accordance with Town policies
- v. Postage and courier services
- vi. Utility charges for consumption and acquisition of water, sewer, electricity, natural gas
- vii. Utility relocation and construction costs relating to a capital project
- viii. Town sponsored employee purchase programs
- ix. Employment agencies for temporary employment contracts
- x. Appraisal fees
- xi. Arbitrator, mediator and other similar professionals
- xii. Suppliers and entertainers for special events and programs





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## Committee of the Whole Report

No. PDS26-009

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**Subject:** Traffic Calming Requests on Limeridge Street and Gateway Drive Update

**Prepared by:** Michael Bat, Transportation and Traffic Analyst

**Department:** Planning and Development Services

**Date:** February 10, 2026

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### Recommendation

1. That Report No. PDS26-009 be received for information.

### Executive Summary

This report presents the results of traffic calming assessments completed on Limeridge Street and Gateway Drive.

- Based on the requirements outlined in the Traffic Calming Policy, traffic calming measures are not warranted at the subject locations on Limeridge Street and Gateway Drive.
- Should Council decide to proceed with the installation of traffic calming measures on Limeridge Street and/or Gateway Drive, a high-level feasibility assessment was completed to determine appropriate locations.

### Background

In response to requests received from area residents, staff have undertaken a traffic calming assessment on Limeridge Street and Gateway Drive (Attachment 1).

Town staff completed traffic calming warrant analyses following the procedures and methodologies outlined in the Town's Traffic Calming Policy at the following locations:

- Limeridge Street between Gateway Drive and Kirkvalley Crescent
- Gateway Drive between Pedersen Drive and Earl Stewart Drive/Birkshire Drive

At the January 13, 2026, Committee of the Whole meeting, Council passed a motion that the subject traffic calming requests be referred back to the Active Transportation and Traffic Safety Advisory Committee for further review and comment.

A memorandum (Report No. PDS26-007) was presented at the Active Transportation and Traffic Safety Advisory Committee (ATTSAC) meeting on January 28, 2026. Details are provided under the Advisory Committee Review section.

## Analysis

**Based on the requirements outlined in the Traffic Calming Policy, traffic calming measures are not warranted at the subject locations on Limeridge Street and Gateway Drive**

### Existing Road Conditions

Limeridge Street:	Is a two-lane local road with single lane per travel direction. It has an urban cross-section with curbs on both sides of the road. The existing pavement is measured 8.5 m wide and in accordance with the Town Zoning By-law No. 4574-04.T the posted speed limit is 40 km/h.
Gateway Drive:	Is a two-lane collector road with single lane per travel direction. It has an urban cross-section with curbs, bike lanes and sidewalks provided along both sides of the road. The existing pavement is measured 11.5 m wide and in accordance with the Town Zoning By-law No. 4574-04.T the posted speed limit is 40 km/h.

### Traffic Calming Policy Overview

As set out in the Town's Traffic Calming Policy, there are three requirements (warrants) that must be met for traffic calming measures to be considered:

Warrant No. 1 (Petition):	To ensure that residents in the immediate area are in support of traffic calming measures, a signed petition is required with a minimum threshold of 70% signatures of households on the street.
Warrant No. 2 (Safety Requirements):	To ensure traffic calming measures are installed to improve traffic safety, a continuous sidewalk must be on at least one side of the street. Alternatively, on streets where there are no sidewalks, the installation of a sidewalk on at least one side of the street should

have first been considered. The road grade is also required to be less than 5%.

Warrant No. 3  
(Technical  
Requirements): To ensure that traffic calming measures are implemented on streets that have a proven need for such measures, the 85<sup>th</sup> percentile speed over a seven-day period must be a minimum of 15 km/h over the posted speed limit, and the minimum traffic volume is 750 vehicles per day for local roads and 1,500 vehicles per day for collection roads.

### **Traffic Calming Policy Warrant No. 1 (Petition) and Warrant No. 2 (Safety Requirements) Assessment**

Limeridge Street: The traffic calming request for Limeridge Street has met both warrant No. 1 and warrant No. 2 as outlined in the Town's Traffic Calming Policy.

It is important to note that currently there are no sidewalks provided on Limeridge Street. Based on the Active Transportation Master Plan (endorsed by Council on May 2024), Limeridge Street is identified as a potential candidate for future sidewalk installation. However, the installation of a sidewalk on Limeridge Street is outside of the current 10-year capital plan. As such, warrant No. 2 is considered to be met.

Gateway Drive  
(between  
Pedersen Drive  
and Earl Stewart  
Drive/Birkshire  
Drive): The traffic calming request for the subject section of Gateway Drive has met both warrant No. 1 and warrant No. 2 as outlined in the Town's Traffic Calming Policy.

Gateway Drive  
(between St.  
John's Sideroad  
and Pedersen  
Drive): A petition (supported by a minimum of 70% of households on the street) has not been provided for this section of Gateway Drive (between St. John's Sideroad and Pedersen Drive). Therefore, as outlined in the Town's Traffic Calming Policy, warrant No. 2 and warrant No. 3 will not be considered until warrant No. 1 (petition) is satisfied.

### **Traffic Calming Policy Warrant No. 3 (Technical Requirements) Assessment**

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Report No. PDS26-009

Traffic data was collected at the subject locations over a seven-day period to complete the analysis on warrant No. 3 (Table 1). Limeridge Street is considered a local road and Gateway Drive is considered a collector road.

**Table 1: Traffic Calming Warrant Analysis Summary (Warrant No. 3)**

Study Locations	Warrant No. 3 Requirements				
	85 <sup>th</sup> Percentile Minimum Speed <sup>1</sup>		Average Minimum Volumes <sup>2</sup>		Both Conditions Met?
	Recorded Speed	Condition Met?	Observed Volumes	Condition Met?	
Limeridge Street					
Limeridge Street 40 m east of Gateway Drive	7 km/h above the posted speed limit	No	274 Vehicles Per Day	No	No
Limeridge Street 110 m east of Gateway Drive	6 km/h above the posted speed limit	No	183 Vehicles Per Day	No	No
Limeridge Street north of Kirkvalley Crescent	5 km/h above the posted speed limit	No	174 Vehicles Per Day	No	No

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Gateway Drive					
Gateway Drive between Pedersen Drive and Earl Stewart Drive/Birkshire Drive	8 km/h above the posted speed limit	No	2,669 Vehicles Per Day	Yes	No

**Notes:**

1. The recorded 85<sup>th</sup> percentile speed must be a minimum of 15 km/h over the posted speed limit.
2. The observed traffic volumes must be a) between 750 and 8,000 vehicles per day for local roads, and b) between 1,500 and 8,000 vehicles per day for collector roads.

Based on the requirements outlined in the Traffic Calming Policy, traffic calming measures are not warranted at the subject locations on Limeridge Street and Gateway Drive.

**Should Council decide to proceed with the installation of traffic calming measures on Limeridge Street and/or Gateway Drive, a high-level feasibility assessment was completed to determine appropriate locations (Attachment 1)**

**Speed Cushions:**

The location criteria for speed cushions are generally determined using applicable industry guidelines and best practices:

- Distance from an intersection:
  - 15 m for a local road
  - 30 m for a collector road
- To achieve desired 85<sup>th</sup> percentile speeds of 40 km/h, speed cushions should be placed approximately every 80 m
- Small turning radius curves and other areas with limited sight distances should be avoided

**Flexible Signs:**



As approved by Council at its meeting on November 28, 2023 (Staff Report No. PDS23-130), flexible signs (traffic calming bollards) are included in the Traffic Calming Policy, and any future installation of this traffic calming measure is subject to the warrant criteria outlined in the policy.

The location criteria for flexible signs are as follows:

- Two lane streets with single lane per travel direction
- Ability to maintain a minimum lane width of 3.3 m to 3.5 m
- Ability to install a minimum of 80 m from a curve in the road
- Ability to install a minimum of 80 m from a traffic control device
- A minimum distance of 10 m from residential driveways
- A minimum distance of 25 m from intersections

## Advisory Committee Review

A memorandum (Report No. PDS26-007) was presented at the Active Transportation and Traffic Safety Advisory Committee (ATTSAC) meeting on January 28, 2026. The Committee provided the following feedback (Table 2).

**Table 2: ATTSAC Comment Summary from January 28, 2026 Meeting**

Comments	Responses
<p>The Committee advised that the following be considered for Limeridge Street:</p> <ol style="list-style-type: none"> <li>1. Installation of speed display boards.</li> </ol>	<p>The Town is scheduled to acquire new speed display boards in 2026. They will be placed at locations on a temporary and rotational basis. Limeridge Street can be included as a future location.</p>

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<p>2. Improve sightlines through trimming/pruning overgrown vegetation adjacent to the 90-degree bend.</p>	<p>The Town's Operations Department will undertake an investigation and implement appropriate measures to improve sightlines.</p>
<p>3. Implementation of speed cushions as illustrated in Attachment 1.</p> <p><u>OR</u></p> <p>Consider a 2-year limited-use speed limit reduction (30 km/h) pilot program on Limeridge Street.</p>	<p>The implementation of speed cushions as illustrated in Attachment 1 is subject to Council approval.</p> <p>The Town currently has no relevant policy or program in place for speed limit reduction requests.</p> <p>A speed limit reduction to 30 km/h is more commonly implemented at Community Safety Zones and School Zones.</p> <p>Typically lowering the speed on a road isn't enough to influence driver behaviour. Other strategies such road geometry modifications, active enforcement and physical traffic calming measures are also required. In addition, a by-law amendment will be required for any speed limit amendment.</p>

**Table 2: ATTSAC Comment Summary from January 28, 2026 Meeting (continued)**

Comments	Responses
The Committee advised that the following be considered for Gateway Drive:	
1. Implementation of traffic calming measures should be reviewed and assessed for the entirety of Gateway Drive.	As outlined in the Town's Traffic Calming Policy, an additional petition will be required for the remaining section of Gateway Drive (between St. John's Sideroad and Pedersen Drive). This was acknowledged by the Committee.

## Legal Considerations

The Town has a responsibility to maintain road safety for the traveling public. Thoroughly investigating concerns raised by the public is essential to minimizing the risk of increased claims liability. By thoroughly investigating concerns raised by the public and adopting any recommendations resulting from the investigation, the Town can defend itself against legal claims and ensure a safer environment for the travelling public. Where the investigation has been thorough and reveals that no modification or mitigation is necessary, the Town would likely not have increased liability.

## Financial Implications

There are no direct financial implications associated with the recommendation in this report.

However, should Council decide to proceed with the installation of traffic calming measures on Limeridge Street and/or Gateway Drive, the estimated cost is summarized below (Table 3).

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Report No. PDS26-009

**Table 3: Traffic Calming Implementation Cost Summary**

Study Locations		Traffic Calming Warrant Results	Estimated Cost for Traffic Calming Measure Installation
Limeridge Street	Between Gateway Drive and Kirkvalley Crescent	Not Met	Speed Cushions: \$40,000 for one set of cushions
			Or
			Flexible Signs: Not feasible due to insufficient driveway spacing
Gateway Drive	Between Pedersen Drive and Earl Stewart Drive/Birkshire Drive	Not Met	Speed Cushions: \$40,000 for one set of cushions
			Or
			Flexible Signs: \$1,000 for one (1) set (plus \$200 annual operating fee)
	Between St. John’s Sideroad and Pedersen Drive	Warrant No. 1 (Petition) Not Provided	Speed Cushions: \$80,000 for two (2) sets of cushions
			Or
			Flexible Signs: \$2,000 for two (2) sets (plus \$400 annual fee)
Total (Areas that meet warrant #1)			Speed Cushions: \$80,000 for two (2) sets of cushions
			Or
			Flexible Signs: \$1,000 for one (1) set (plus \$200 annual operating fee)
Total (All locations)			Speed Cushions: \$160,000 for four (4) sets of cushions
			Or
			Flexible Signs: \$3,000 (plus \$600 annual operating fee)

Notes:

- 1) Speed cushions: \$40,000 per location (including design and construction).

- 2) Flexible signs: \$1,000 per location plus \$200 annual operating cost for installation and removal.
- 3) Costs are high level estimates based on past projects.

The Town administers most of its traffic calming measures through capital project GN0046 – Traffic Calming per DC Study for which all of its currently approved budget authority has been spent or is earmarked for other plans. Should Council decide to proceed with the installation of traffic calming measures in this instance, this project's budget authority will need to be increased by an equivalent amount to what is required to complete this work and would be funded from roads development charges. All incremental operating fees would need to be accommodated within the operating budget.

## **Communications Considerations**

None.

## **Climate Change Considerations**

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

## **Link to Strategic Plan**

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

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

Alternative options for traffic calming measures have been included for Council's consideration in Attachment 1 of this report.

Should Council wish to proceed with traffic calming measures on Limeridge Street, staff recommend installing one set of traffic cushions at a cost of \$40,000.

Should Council wish to proceed with traffic calming measures on Gateway Drive between Pedersen Drive and Earl Stewart Drive/Birkshire Drive, staff recommend installing one set of traffic cushions at a cost of \$40,000. Traffic calming bollards are



more cost effective, however, require removal and reinstallation each year and only provide traffic calming benefit from April to November when installed.

## **Conclusions**

This report presents to Council the results of traffic calming assessment on Limeridge Street and Gateway Drive.

Based on the requirements outlined in the Traffic Calming Policy, traffic calming measures are not warranted at the subject locations on Limeridge Street and Gateway Drive.

Should Council wish to proceed with traffic calming measures for Limeridge Street and/or Gateway Drive, alternatives have been included for consideration in this report along with potential costs for design and construction as required.

## **Attachment**

Attachment 1 – Subject Locations for alternative Traffic Calming Measures

## **Previous Reports**

Report No. PDS26-003, Traffic Calming Requests on Limeridge Street and Gateway Drive, January 13, 2026

## **Pre-submission Review**

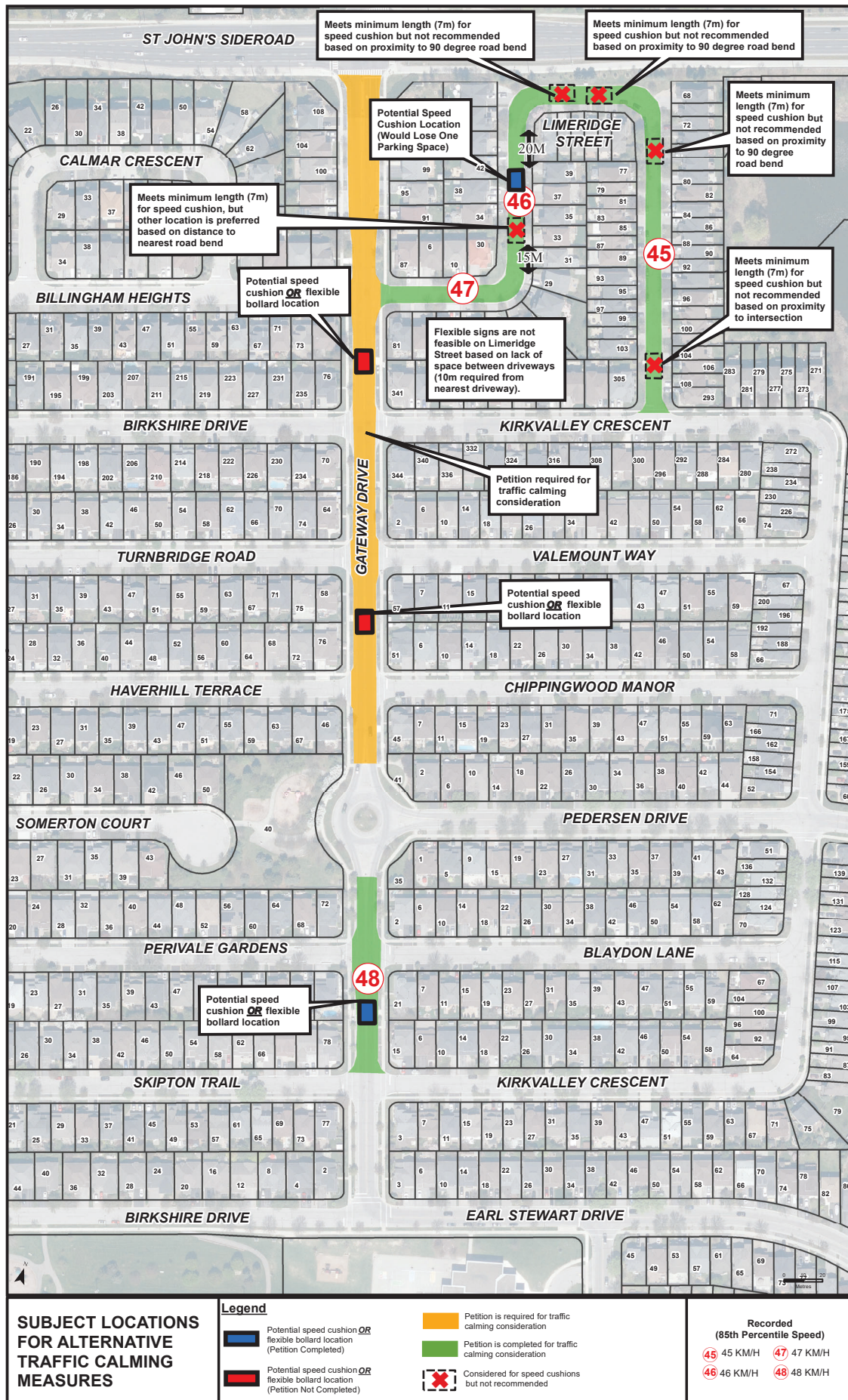
Agenda Management Team review on January 22, 2026

## **Approvals**

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

## PDS26-009 - Attachment 1-Subject Lands for Alternative Traffic Calming Measures





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## Committee of the Whole Report

No. PDS26-010

**Subject:** Heritage Grant Application HGP-2025-01 – 220 Old Yonge Street

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

**Department:** Planning and Development Services

**Date:** February 10, 2026

### Recommendation

1. That Report No. PDS26-010 be received; and
2. That Heritage Grant Application HGP-2025-01 for 220 Old Yonge Street be approved with grant funding of \$10,000.

### Executive Summary

This report seeks Council's approval for Heritage Grant Application HGP-2025-01 for 220 Old Yonge Street.

- Council adopted the Heritage Grant Program in April of 2025.
- 220 Old Yonge Street is an individually designated heritage property, known as the Parteger House or Bunker House (Readiness Centre).
- The Heritage Grant Application seeks funds to assist with the waterproofing, sealing, roof repair and humidity control of the Cold War Bunker heritage asset.

### Background

#### Council adopted the Heritage Grant Program in April of 2025

The Heritage Grant Program provides three levels of grant funding for eligible heritage works, generally summarized in the table below:

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Report No. PDS26-010

Type of Project	General Description/Examples	Funding Amount
Minor Works	<ul style="list-style-type: none"> <li>- Upkeep of heritage features</li> <li>- Minor aesthetic maintenance of heritage elements</li> <li>- Graffiti removal</li> <li>- Technical studies or historic documentation</li> </ul>	Up to \$1,000
Moderate Works	<ul style="list-style-type: none"> <li>- Repair of original windows or doors</li> <li>- Repair of architectural elements, such as trim, siding or brick</li> <li>- Reconstruction of lost architectural features</li> </ul>	Up to \$5,000
Major Works	<ul style="list-style-type: none"> <li>- Large-scale structural improvement projects</li> <li>- Comprehensive façade restorations</li> <li>- Repairs of significant heritage/architectural elements</li> </ul>	Up to \$10,000

Program applications are to be accompanied by two contractor quotes and be reviewed by the Heritage Advisory Committee prior to then proceeding to Council for ultimate approval. As at the end of the 2025 calendar year, two Heritage Grant Applications were received, which are both presented for Council's consideration in two separate reports at this February 10, 2026, Committee of the Whole meeting (220 Old Yonge Street and 57 Fleury Street; cumulatively totalling \$15,000 in grant funding requests). Per the approved Heritage Grant Program guide, there is an annual cap of \$30,000 for all Heritage Grant applications received, of which Council retains the ultimate authority of approval and funding each year.

**220 Old Yonge Street is an individually designated heritage property, known as the "Parteger House" or Bunker House (Readiness Centre)**

220 Old Yonge Street is individually designated under By-law 5905-16 and was originally built circa 1875. Purchased by Metro Toronto in 1962, a concrete bunker was then added to the main building, which also features an emergency escape port. The bunker

contains several relics from the Cold War, including an illuminated map of Metro Toronto evacuation routes, and telecommunication lines.

Historically the house is associated with the Parteger and Cosford families, who farmed the property and surrounding lands. After the purchase by Metro Toronto, the property became significant as a readiness centre in case of a nuclear attack on Toronto. The property continued to serve as a training centre until the early 1990's.

The designation by-law specifically lists the underground bunker and associated relics such as the illuminated map and emergency water tanks as heritage attributes.

## Analysis

**The Heritage Grant Application seeks funds to assist with the waterproofing, sealing, roof repair and humidity control of the Cold War Bunker heritage asset**

The Cold War bunker is currently experiencing significant water damage due to a roof leak and failed sealing and waterproofing.

As part of the grant application, the owner has provided quotes from reputable contractors that detail the corrective work that is required to the property through two phases – 1) Roof and Exit Hatch Sealing and 2) Bunker Waterproofing. A general summary of the quotes and work involved is provided below:

<b>Phase 1 – Roof/Exit Hatch Sealing</b>		
<b>Contractor</b>	<b>Description of Work</b>	<b>Quoted Price</b>
Contractor A	Basic patch repair of the specific individual location over the flat roof over bunker.	\$725 + taxes
Contractor B	Repair of the problematic location as well as whole exit hatch itself to more comprehensively and effectively seal the roof.	\$3,500 + taxes
<b>Phase 2 – Bunker Waterproofing (and humidity control)</b>		
<b>Contractor</b>	<b>Description of Work</b>	<b>Quoted Price</b>



February 10, 2026

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Report No. PDS26-010

Contractor A	'Aquastop' sealing system installation with condensation pump and industrial level dehumidification.	\$19,380.25 + taxes
Contractor B	Installation of new weeping tile system, water release holes reinforced with copper tubing, and air gap sealing membrane, with options for exterior waterproofing as well.	\$13,200 + taxes Costs with additional exterior waterproofing (backfilling, compacting): \$32,800 + taxes

While the owner retains the right to select varying service options from either contractor and Phase of work that may result in a 'hybrid' approach of multiple contractors providing solution services (for example, for waterproofing and humidity control, Contractor "B" may be used for the interior waterproofing services, but then the ability to further add industrial dehumidification from Contractor "A" can also be pursued), it is nonetheless evident that there is a significant scope of work involved and significant owner costs to appropriately manage the project and protection of the bunker.

The Heritage Grant Program was developed in recognition that each property and project is ultimately unique and that assigning an appropriate category of funding will be based on the particularities involved with any given project. Due to the scale of repair and costs involved in this application, a "Major" classification of grant funding (\$10,000) can be considered, with ultimate discretion and approval required by Council.

### Advisory Committee Review

The Heritage Grant Application was reviewed by the Heritage Advisory Committee at the meeting held on December 8, 2025. The Heritage Advisory Committee was in support of the grant application and the categorization as "Major" with grant funding of \$10,000.

### Legal Considerations

In accordance with the Heritage Grant Program approved by Council, grant applications are typically considered concurrently to a Heritage Permit Application. In this case, a heritage permit is not required to do the work outlined above.

Should Council approve the Heritage Grant Application, next steps in the process would be to enter into an agreement with the owner regarding the work and grant funding. Upon the owner's completion of the work, staff will inspect the property to ensure conformity with the grant application. Upon successful inspection, grant funding would be released to the owner and the file would be considered closed.

## **Financial Implications**

Heritage Grant Application funding is sourced through the Town's Heritage Reserve fund with no tax-base impact. Currently \$299,600 in Heritage Reserve funds are available for this purpose.

## **Communications Considerations**

None.

## **Climate Change Considerations**

Supporting the preservation and maintenance of heritage assets helps to contribute to the resiliency of these properties against the impacts of climate change, while also promoting sustainability through conservation.

## **Link to Strategic Plan**

Supporting an exceptional quality of life for all through the valuing and promotion of our heritage.

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

1. That Council provide direction regarding an alternative grant funding level.

## **Conclusions**

This report seeks Council's approval of Heritage Grant Application HGP-2025-01 for 220 Old Yonge Street. The application for grant funding of \$10,000 would assist the homeowner with the waterproofing, sealing, roof repair and humidity control of the Cold War era bunker and heritage asset on the property.

**Attachments**

Attachment 1 – Property Photos

**Previous Reports**

Heritage Advisory Committee Memorandum dated December 8, 2025.

**Pre-submission Review**

Agenda Management Team review on January 22, 2026

**Approvals**

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1 - Property Photos - 220 Old Yonge Street















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Town of Aurora

## Committee of the Whole Report

No. PDS26-011

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**Subject:** Heritage Grant Application HGP-2025-02 – 57 Fleury Street

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

**Department:** Planning and Development Services

**Date:** February 10, 2026

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### Recommendation

1. That Report No. PDS26-011 be received; and
2. That Heritage Grant Application HGP-2025-02 for 57 Fleury Street be approved with grant funding of \$5,000.

### Executive Summary

This report seeks Council's approval for Heritage Grant Application HGP-2025-02 for 57 Fleury Street.

- Council adopted the Heritage Grant Program in April of 2025.
- 57 Fleury Street is designated as part of the Northeast Olde Aurora Heritage Conservation District.
- The Heritage Grant Application seeks fund to assist with the repair and tuckpointing of wall and chimney brick, as well as providing a new chimney cap.

### Background

#### Council adopted the Heritage Grant Program in April of 2025

The Heritage Grant Program provides three levels of grant funding for eligible heritage works, generally summarized in the table below:

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Report No. PDS26-011

Type of Project	General Description/Examples	Funding Amount
Minor Works	<ul style="list-style-type: none"> <li>- Upkeep of heritage features</li> <li>- Minor aesthetic maintenance of heritage elements</li> <li>- Graffiti removal</li> <li>- Technical studies or historic documentation</li> </ul>	Up to \$1,000
Moderate Works	<ul style="list-style-type: none"> <li>- Repair of original windows or doors</li> <li>- Repair of architectural elements, such as trim, siding or brick</li> <li>- Reconstruction of lost architectural features</li> </ul>	Up to \$5,000
Major Works	<ul style="list-style-type: none"> <li>- Large-scale structural improvement projects</li> <li>- Comprehensive façade restorations</li> <li>- Repairs of significant heritage/architectural elements</li> </ul>	Up to \$10,000

Program applications are to be accompanied by two contractor quotes and be reviewed by the Heritage Advisory Committee prior to then proceeding to Council for ultimate approval. As at the end of the 2025 calendar year, two Heritage Grant Applications were received, which are both presented for Council's consideration in two separate reports at this February 10, 2026, Committee of the Whole meeting (220 Old Yonge Street and 57 Fleury Street; cumulatively totalling \$15,000 in grant funding requests). Per the approved Heritage Grant Program guide, there is an annual cap of \$30,000 for all Heritage Grant applications received, of which Council retains the ultimate authority of approval and funding each year.

## Analysis

**57 Fleury Street is designated as part of the Northeast Olde Aurora Heritage Conservation District**

57 Fleury Street is located within the Town's Northeast Olde Aurora Heritage Conservation District and is designated under Part V of the *Ontario Heritage Act*. The

February 10, 2026

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Report No. PDS26-011

property was constructed circa 1915 and contains an Edwardian dwelling with a distinctive porch, red brick, and north-side chimney.

**The Heritage Grant Application seeks fund to assist with the repair and tuckpointing of wall and chimney brick, as well as providing a new chimney cap**

The owner is proposing to repair and tuckpoint the brick of the property, including the chimney, as well as refine/cut the drip edges and add a new chimney cap. Tuckpointing is a repair process that will involve the structural repair of deteriorated mortar joints (repointing) and replacing with new mortar lines (tuckpointing). Refining and cutting the drip edges will enhance the protection of the brick and will be designed to shed water away from the masonry. The new chimney cap will replace the existing deteriorated cap and is intended complement the architectural style of the dwelling.

The owner provided two quotes from reputable masonry companies for the proposed work, generally summarized below:

Contractor	Description of Work	Quoted Price
Contractor A	Tuckpointing of house walls and drip edges and chimney, parging at bottom of dwelling, and replacement of chimney cap	\$10,000 + taxes
Contractor B	Tuckpointing and generally the same as the above quote, except no additional work to the chimneys	\$10,283 + taxes

The Heritage Grant Program recognizes that each property and project is ultimately unique and that assigning an appropriate category of funding will be based on the particularities involved with any given project. Given the owner elects to undergo a repair and improvement process for both the bricks and the chimney, with both being distinctive heritage elements of the property, a “Moderate” classification of grant funding can be considered, with ultimate discretion and approval required by Council. The owner has indicated a desire to have the work performed by Contractor ‘A’ specifically due to their attention to the chimney and additional scope of work for the better price.

## **Advisory Committee Review**

The Heritage Grant Application was reviewed by the Heritage Advisory Committee at the meeting held on December 8, 2025. The Heritage Advisory Committee was in support of the grant application and the categorization as “Moderate” with grant funding of \$5,000.

## **Legal Considerations**

In accordance with the Heritage Grant Program approved by Council, grant applications are typically considered concurrently to a Heritage Permit Application. In this case, a heritage permit is not required to do the work outlined above.

Should Council approve the Heritage Grant Application, next steps in the process would be to enter into an agreement with the owner regarding the work and grant funding. Upon the owner’s completion of the work, staff will inspect the property to ensure conformity with the grant application. Upon successful inspection, grant funding would be released to the owner and the file would be considered closed.

## **Financial Implications**

Heritage Grant Application funding is sourced through the Town’s Heritage Reserve fund with no tax-base impact. Currently \$299,600 in Heritage Reserve funds are available for this purpose.

## **Communications Considerations**

None.

## **Climate Change Considerations**

Supporting the preservation and maintenance of heritage assets helps to contribute to the resiliency of these properties against the impacts of climate change, while also promoting sustainability through conservation.

## **Link to Strategic Plan**

Supporting an exceptional quality of life for all through the valuing and promotion of our heritage.



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

1. That Council provide direction regarding an alternative grant funding level.

## **Conclusions**

This report seeks Council's approval of Heritage Grant Application HGP-2025-02 for 57 Fleury Street. The application for grant funding of \$5,000 would assist the homeowner with brick repair and tuckpointing on the property.

## **Attachments**

Attachment 1 – Property Photos

## **Previous Reports**

Heritage Advisory Committee Memorandum dated December 8, 2025.

## **Pre-submission Review**

Agenda Management Team review on January 22, 2026

## **Approvals**

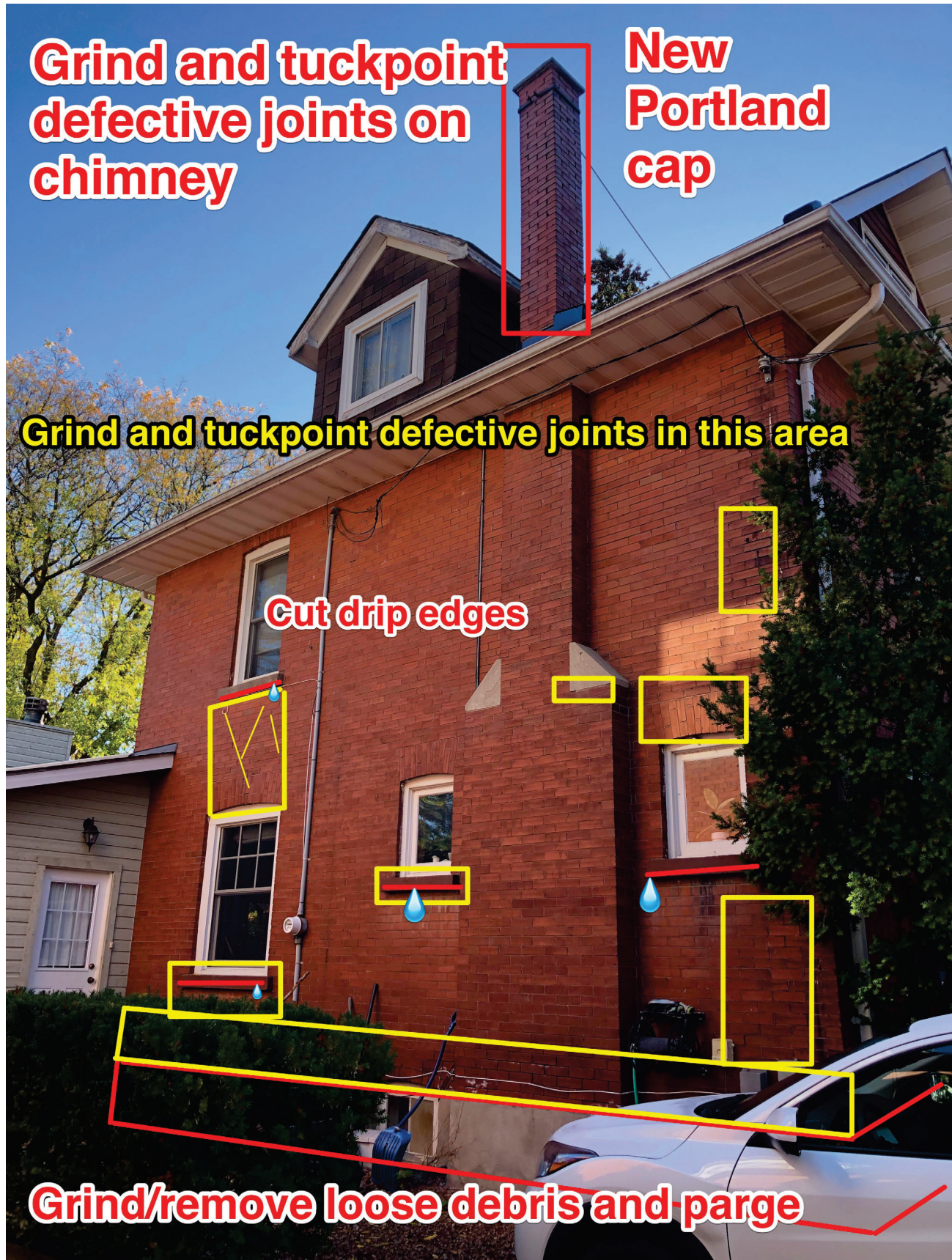
Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1 - Property Photos - 57 Fleury Street











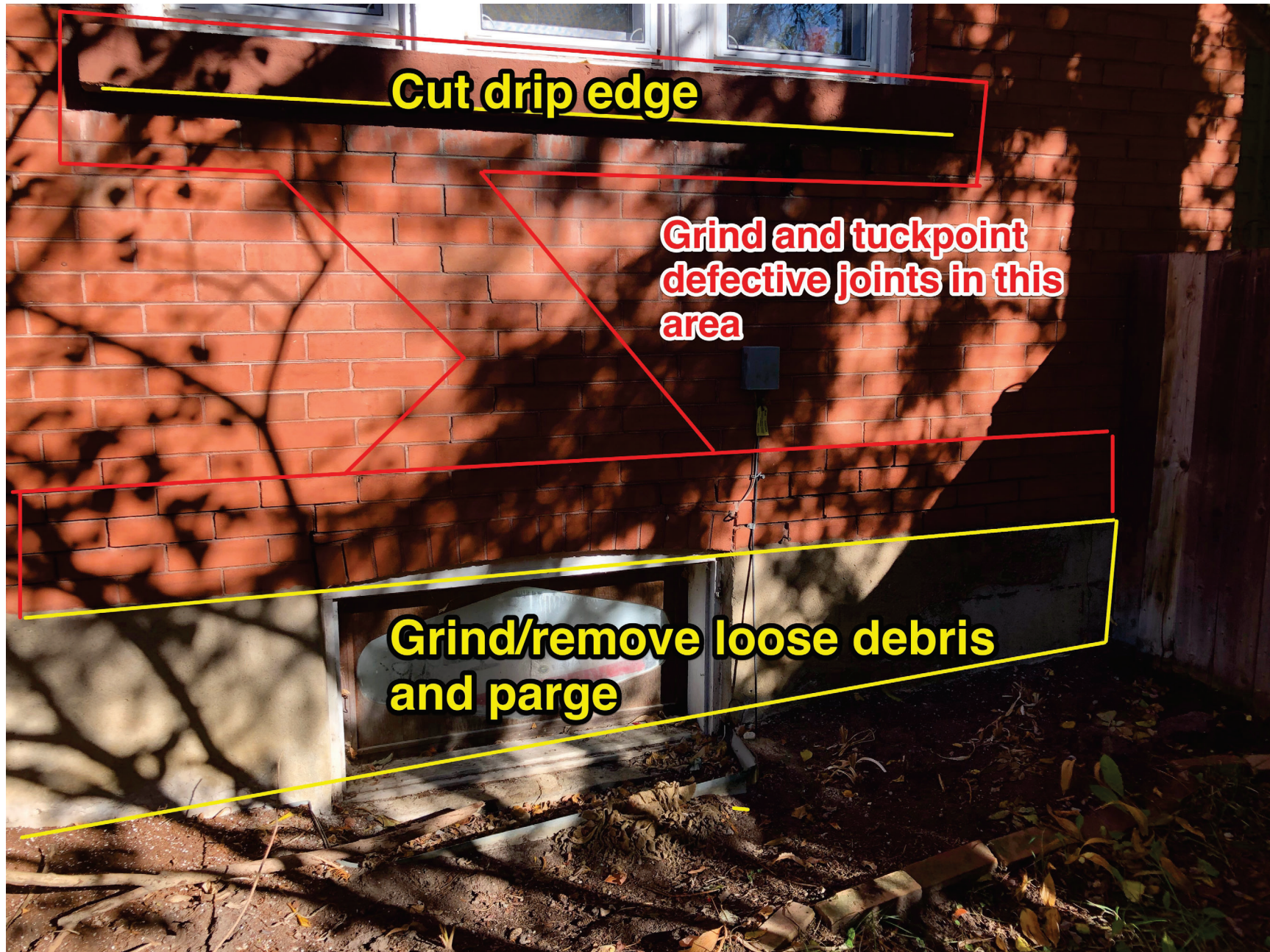










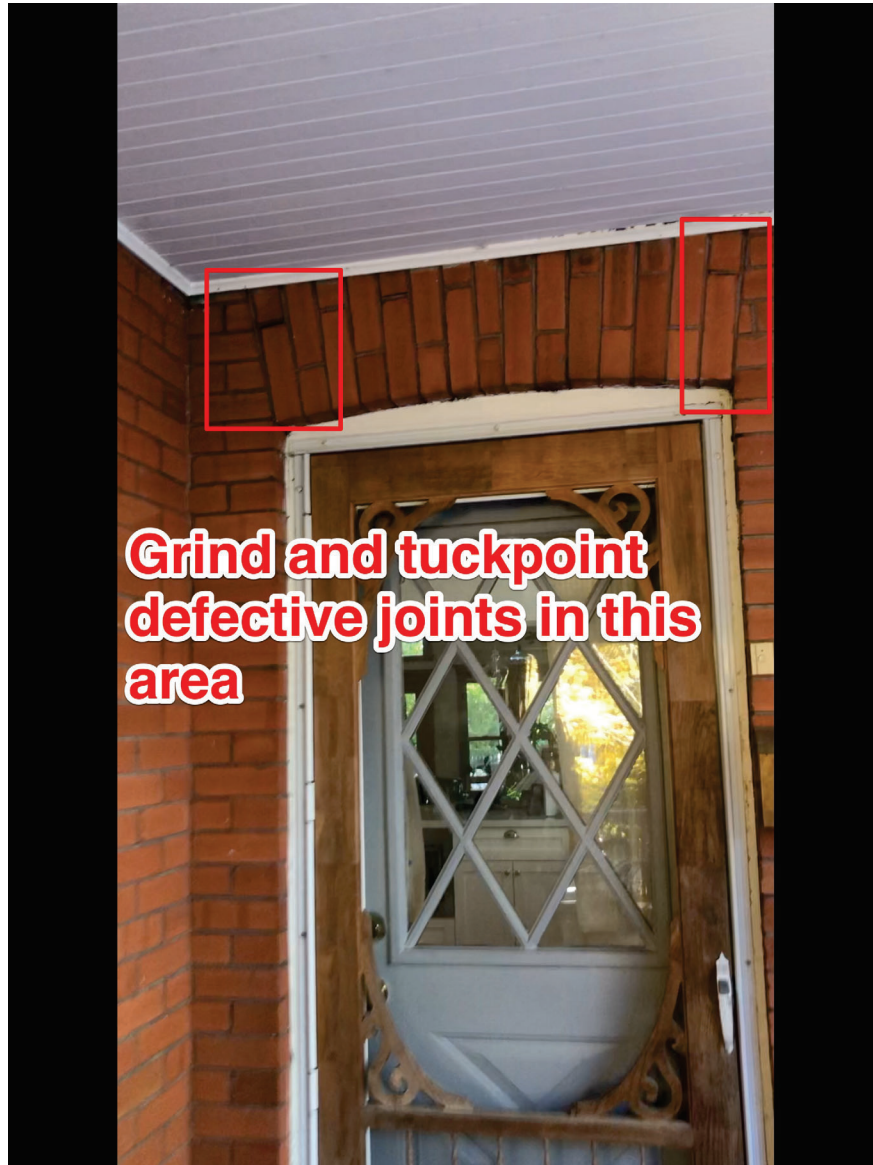
















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Town of Aurora

## Member Motion

Councillor Weese

**Re:**           **Reduction of Commercial Stormwater Charges for St. Andrews Shopping Centre**

**To:**           Members of Council

**From:**       **Councillor Ron Weese**

**Date:**       February 10, 2026

Whereas the Town of Aurora levies commercial fixed-rate stormwater charges to recover costs associated with stormwater management and related infrastructure; and

Whereas the stormwater charged is a fixed commercial rate which is charged on each water account, and tenants of the St. Andrews Shopping Centre have individual water accounts; and

Whereas tenants of the St. Andrews Shopping Centre have raised concerns that existing commercial stormwater fixed rate charges create a disproportionate financial burden on small and medium-sized local businesses as they pay the same as larger businesses, particularly in the context of rising operating costs; and

Whereas the St. Andrews Shopping Centre is a unique and long-established commercial hub within the Town of Aurora that provides essential goods, services, and employment opportunities to the community; and

Whereas municipal stormwater billing structures can be reviewed and adjusted through Council policy direction where unique site-specific or economic circumstances exist; and

Whereas Council has an interest in supporting the sustainability and economic vitality of local commercial tenants while maintaining fiscal responsibility and cost recovery principles for municipal services;

1. Now Therefore Be It Hereby Resolved That staff be directed to prepare a report for Council's consideration that:

## Reduction of Commercial Stormwater Charges for St. Andrews Shopping Centre

February 10, 2026

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- a. Reviews the current commercial stormwater charges applied to tenants of the St. Andrews Shopping Centre; and
- b. Analyzes options to reduce or eliminate such charges, including but not limited to alternative billing structures, exemptions, rebates, or cost-sharing arrangements; and
- c. Assesses the financial, operational, and legal implications of any proposed changes, including impacts on the Town's stormwater rate-supported budget; and
- d. Considers whether similar relief measures may apply to other comparable commercial plazas or tenant configurations within Aurora; and
- e. Provides recommendations, implementation timelines, and any required policy or by-law amendments for Council's consideration.