



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

Date: Tuesday, September 22, 2020
Time: 7 p.m.
Location: Council Chambers, Aurora Town Hall

Pages

1. Procedural Notes

Note: Aurora Town Council has resumed in-person meetings. For more information on attending in-person meetings, please email clerks@aurora.ca.

Additional Items are marked by an asterisk*.

Councillor Gallo in the Chair

2. Approval of the Agenda

3. Declarations of Pecuniary Interest and General Nature Thereof

4. Community Presentations

5. Delegations

Individuals who would like to provide comment on an agenda item are encouraged to visit www.aurora.ca/participation for guidelines on in-person or electronic delegation.

5.1 Claire Malcolmson representing Rescue Lake Simcoe Coalition; Re: Lake Simcoe Protection Plan 10-Year Review

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***5.2 Phiona Durrant, Resident; Re: Getting more involved in the direction of the Town**

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6. Consent Agenda

7. Advisory Committee Meeting Minutes

8. Consideration of Items Requiring Discussion (Regular Agenda)

8.1 CMS20-023 - Sports Plan Progress Report No. 2

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Presentation to be provided by Erin Hamilton, Sport and Community Development Specialist

1. That Report No. CMS20-023 be received for information.

8.2 CMS20-022 - Library Square - Project Monitoring Task Force

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1. That Report No. CMS20-022 be received; and
2. That the Terms of Reference for the Library Square Project Monitoring Task Force be approved; and
3. That two members of Council be appointed to the Library Square Project Monitoring Task Force.

8.3 PDS20-024 - Downtown Parking Update - Library Square Precinct

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1. That Report No. PDS20-024 be received; and
2. That shared parking agreements with organizations in the area be considered as short-term parking solution and staff be directed to continue exploring the medium and long-term parking solutions; and
3. That the following intersection improvements be approved by Council subject to its final review as part of the Town's budget process which will enhance both vehicular and pedestrian flow:
 - a. Installing a new traffic signal at the intersection of Yonge Street and Church Street (to be funded in the 10-year Capital Plan); and
 - b. Converting the 2-way 'Stop' to an 'All-way Stop' at the intersection of Victoria Street and Church Street (to be funded by the Town's Operations Department Operating Budget); and
4. That staff be directed to coordinate with Chandos to ensure the compliance of the parking and traffic management strategies recommended in the Parking Study; and
5. That the Downtown Parking Working Group continue to monitor and address parking related issues within the Library Square precinct during construction and report to Council as required.

8.4 OPS20-015 - DWQMS - Financial Plan

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1. That Report No. OPS20-015 be received; and
2. That the ten (10) year Financial Plan for the Town of Aurora Water System be approved.

9. Notices of Motion

10. New Business

11. Public Service Announcements

12. Closed Session

There are no Closed Session items for this meeting.

13. Adjournment



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Town of Aurora

Electronic Delegation Request

Legislative Services

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to Legislative Services.

Council or Committee Meeting Date: September 22, 2020. 7pm		
Subject: Lake Simcoe protection Plan 10-year review		
Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable): Claire Malcolmson representing Lake Simcoe Coalition		
Brief Summary of Issue or Purpose of Delegation: To discuss environmental issues that are taking place in the lake Simcoe watershed. The action will be asking council/ committee to commit to clean water and protecting what matters most in the provincial statutory review of the Lake Simcoe Protection Plan.		
Have you been in contact with a Town staff or Council member regarding your matter of interest?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, with whom?	Date:	
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes for Delegations.		
I wish to submit my delegation by (select one):		
<input checked="" type="checkbox"/> Video/audio*	<input type="checkbox"/> Phone*	<input type="checkbox"/> Written Correspondence

*must attend electronic meeting. Please click here for more information.



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Town of Aurora
Delegation Request
Legislative Services

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to Legislative Services.

Council or Committee Meeting Date:			
September 22 2020			
Subject: Getting more involved in the direction of the town			
Name of Spokesperson and Name of Group or Person(s) being Represented (if applicable): Phiona Durrant			
Brief Summary of Issue or Purpose of Delegation: Mental health, support and harmony as it Relates to BLM. the unity of council mirrors the health of our community *questions about that and solutions.			
Have you been in contact with a Town staff or Council member regarding your matter of interest?			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, with whom?			Date:
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes for Delegations.			
I wish to submit my delegation by (select one):			
<input type="checkbox"/> Video/audio*	<input type="checkbox"/> Phone*	<input checked="" type="checkbox"/> In Writing	<input checked="" type="checkbox"/> In Person**

*Must attend electronic meeting. [Please click here for more information.](#)

**Subject to meeting format and submission of [Screening Registration Form](#)



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Town of Aurora

General Committee Report

No. CMS20-023

Subject: Sport Plan Progress Report No. 2

Prepared by: Erin Hamilton, Sport and Community Development Specialist

Department: Community Services

Date: September 22, 2020

Recommendation

1. That Report No. CMS20-023 be received.

Executive Summary

This report provides a status update on work related to the Sport Plan since the General Committee, Sport Plan – Progress Report (No. CMS20-009) on March 3, 2020.

- A Gender Equity Report has been finalized to guide the Town's next steps in addressing the gaps for women and girls in sport with community partners
- Resources and guidance developed and delivered to support sport in the community
- Variations in the execution of initiatives have occurred due to the impact of COVID-19 and meeting Provincial Orders
- Evaluating the future delivery of initiatives to ensure individuals can return to sport and physical activity

Background

Council approved the Sport Plan in 2015 in conjunction with the Parks and Recreation Master Plan. The plan includes 22 recommendations to be implemented.

In April 2019, Council approved a new two-year contract position, Sport and Community Development Specialist, to continue with the delivery of the Sport Plan.

This report provides Council work related to the Sport Plan since the General Committee, Sport Plan – Progress Report (No. CMS20-009) on March 3, 2020.

Analysis

A Gender Equity Report has been finalized to guide the Town's next steps in addressing the gaps for women and girls in sport with community partners

Inventory of Women and Girls in Sport – The Town of Aurora entered into a partnership agreement with the Canadian Women & Sport (formerly Canadian Association for the Advancement of Women in Sport) in November 2019 to develop a formal Women in Sport plan. The following outlines the key steps that took place since March 3, 2020:

- April 2020 – Canadian Women & Sport delivered a Gender Equity Report to the Town of Aurora. Six priority gaps were identified and include Governance, Awareness, Promotion of Women in Sport, Innovation Partnerships, Innovative Programming and Innovative Recruitment & Retention
- The Town of Aurora has developed an Implementation Plan to move forward on the six priority gaps outlined in the Gender Equity Report.
- The Town of Aurora has created a Sport Equity & Inclusion Committee which is a working group that will help guide the execution of the Implementation Plan. Eight members have been recruited to the Committee and the first meeting took place on August 26, 2020. Committee members include:

Andrew Backer, Aurora King Baseball Association
Bruce Stafford, Storm Volleyball
Dan Hale, Aurora Diggers Softball Association
Erin Hamilton, Sport & Community Development Specialist, Town of Aurora
Hailey Milligan-Jones, 20 Female Leaders in 2020 Recipient and Community Member
Julie Anderson, York Region District School Board
Katie Williams, Central York Girls Hockey Association
Laurie Mueller, Sport Aurora
Nancy Black, Advocate for Women in Sport

Future meetings are scheduled for September and November 2020.

WISE Fund Grant – The Town of Aurora was successful in receiving the Canadian Women & Sport (formerly Canadian Association for the Advancement of Women in Sport) WISE Funding. The funding supported the launch of the 20 Female Leaders in

2020 program to support females in their pursuit of being a coach, official and board member.

To date, 16 females have been selected across 11 local sport organizations. The remaining positions will be filled through ongoing promotion and engagement of local sport organizations. The selected females will participate in coaching and official courses as well as professional development training. Each female is being featured through the Town of Aurora Facebook page and will be engaged in various Town of Aurora initiatives related to the Sport Plan.

Resources and guidance developed and delivered to support sport in the community

Collaboration, resource sharing and access to topic experts is integral in moving forward on addressing unfamiliar topics or enhancing the operations of organizations.

Resource on Working with Persons with a Disability – The Sport & Community Development Specialist is working in collaboration with Community Programs to develop a resource about working with persons with a disability. The resource will be available for Local Sport Organization administrators and volunteers. The resources will be shared with the Town's Accessibility Advisory Committee and Accessibility Advisor for review and input once a draft is complete and be available to Local Sport Organizations by mid October 2020. Key components of the resource will include:

- General education on working with persons with a disability
- Funding opportunity to support participation of persons with a disability
- Steps to create a welcoming environment for persons with a disability
- Frequently Asked Questions
- Community directory of local organizations they can reach out to if they have questions about working with people with disability
- Examples of ways to adapt activities (example from each of the four environments – ice, field, gym and pool)
- Scenarios and how to manage

Active posting on social media – In collaboration with the Communications Division, the Town of Aurora has proactively posted information about sport related topics and Town initiatives to keep the community informed. Information related to Town led initiatives on females in sport programs and newcomer in sport initiatives. Further information has been shared or retweeted about Aurora Sports Hall of Fame nomination process and Sport Aurora All Kids Can Play.

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Report No. CMS20-023

Upcoming in September, the Town of Aurora has proclaimed National Coaches Week in Aurora, September 19 to 27 where a series of social media posts will take place encouraging our community say #ThanksCoach to all of the amazing individuals who contribute countless hours in their role as a sport coach.

On the last Wednesday in September each year Rowan's Law Day is commemorated to build awareness of concussion safety. The Town of Aurora will share information through social media encouraging the community to learn more about concussion safety in sport.

Business Operations of Sport Through COVID-19 - The Town recognized the challenging times local sport organizations were facing with a lot of unanswered questions and uncertain times ahead. To support the organizations, Steve Indig from Sport Law & Strategy Group joined one of the Mayors Roundtable of Sport Meetings to provide information and guidance on business operations, employment, insurance, social media best practices, Annual General Meetings and managing fees and refunds through the pandemic. Furthermore, Mr. Indig provided a sample Informed Consent document for minors and Release of Liability for those 19 years plus with additional recommended language related to contagious diseases. These templates were used by many sport organizations.

Variations in the execution of initiatives have occurred due to the impact of COVID-19 and meeting Provincial Order

Adapting and making change to ensure safety of the community and alignment with Provincial Orders impacted the delivery of Sport Plan initiatives. The Town adjusted and identified opportunities to move forward for the benefit of the community.

Female Leaders in Sport Summit – The Town of Aurora was not able to move forward with the Female Leaders in Sport Summit scheduled for September 13, 2020 due to COVID-19. Work is currently being done to develop alternative delivery model options for January 2021. Options being considered include a full reschedule of the event, development of mini in-person events for each of the target markets of coaches, youth and administrators or full event delivered in a virtual format.

In order to provide the community with information and resources to support women and girls in sport, the Town of Aurora is hosting a virtual keynote address by Sheilagh Croxon, 3-time Olympic Coach and one of Canada's top Artistic Swimming coaches. Sheilagh's presentation will focus on Excellence and Retention of Women in Sport on September 13, 2020. Participants will learn about the high dropout rates of females in

sport as well as the vital components to keeping girls engaged, inspired and motivated for the long term.

Mayors Roundtable of Sport - In Spring 2020, the Mayors Roundtable of Sport was launched and played a vital role in connecting sports through an unprecedented time. Starting on April 8, 2020, virtual meetings were hosted bi-weekly with a focus on various topics specific to returning to sport in the midst of COVID-19. Some of the topics covered through the virtual meetings included effective communication, engaging members virtually, risk management, waivers, and supporting volunteers. A total of seven meetings have taken place with up to 38 participants from local sport organization plus Town staff and Council members at each meeting.

The Mayors Roundtable of Sport meetings will now be hosted on an as needed basis to provide sport organizations with an opportunity to engage in discussion with the Mayor on their needs, current challenges and opportunities for the Town to further support sport.

Evaluating the future delivery of initiatives to ensure individuals can return to sport and physical activity

As the Town cautiously moves forward to re-open, an evaluation of some Sport Plan deliverables has taken place to determine how to ensure the community can return to sport and physical activity and engage with Sport Plan initiatives in a safe manner.

Engaging with Culturally Diverse Groups - The Town is currently evaluating alternative options to connect and hear from the community in order to move forward on this priority in the Sport Plan. Plans to run focus groups at the Welcome Centre Immigrant Services and students within both School Boards could not proceed. The Town will engage with all organizations to explore the option of having individuals complete online surveys about their experience and needs in sport and physical activity.

Play in the Park Program - Staff in Community Services including the Sport & Community Development Specialist are evaluating the idea of expanding the delivery of the Play in the Park program to low income neighbourhoods throughout Aurora in Spring 2021. The Town will be reaching out to York Region District School Board and York Catholic District School Board to request a meeting in order to share the idea and obtain feedback on programming, timing and opportunity to promote to families in the school.

Sport Tourism Strategy - A Sport Tourism Strategy was identified as a priority in the Sport Plan and the Economic Development Strategic Plan. As a result of the pandemic and the impact on sport tourism, similar to all other tourism industries the development of a Sport Tourism Strategy was put on hold. All local, provincial, national and international events came to a halt for a number of months. As some sporting events start again, majority are at an international level with a very controlled environment. Many of our local sports organizations have been directed to put on hold any planning related to events in the upcoming year. As well, in many cases, sport participation is remaining local with little to no travel permitted.

When the re-opening process continues to progress, the Sport & Community Development Specialist will work in collaboration with the Economic Development Department to begin the development of a Sport Tourism Strategy.

Advisory Committee Review

The Accessibility and Community Advisory Committees will be provided with an update on Sport Plan progress as appropriate.

Legal Considerations

None

Financial Implications

As part of the 2020 budget process, a total of \$103,400 in funding was preserved in the budget for a full time, Sport and Community Development Coordinator and associated Sport Plan deliverables. Any incremental funding requirements arising from the implementation of the Sport Plan will be brought to Council for its review and approval in the year in which they are expected to occur.

Communications Considerations

The Town of Aurora will use 'Inform' as the level of engagement for this report. There are five different levels of community engagement to consider, with each level providing the community more involvement in the decision making process. These levels are: Inform, Consult, Involve, Collaborate and Empower. Examples of each can be found in the Community Engagement Policy. These options are based on the International

Association of Public Participation (IAP2) Spectrum and assist in establishing guidelines for clearly communicating with our public and managing community engagement. In order to inform, this report will be posted to the Town's website.

Link to Strategic Plan

The work on the Sport Plan supports the Strategic Plan goal of ***Supporting an exceptional quality of life for all*** in its accomplishments in satisfying requirements in the following key objective within these goal statements:

Encourage an active and healthy lifestyle

Alternative(s) to the Recommendation

1. None

Conclusions

The purpose of the Sport Plan is to place focus on increasing participation in sport through the provision of a safe, supportive and inclusive sport environment. Community sport builds community vitality and can be a tool for social change, foster greater inclusion of excluded groups and have a significant impact on the quality of life we all enjoy.

The eight priority areas that are currently the focus of the Sport and Community Development Specialist focus on reaching and engaging underrepresented groups in the community through a safe sport experience.

Staff will report back to Council on the progress of the Sport Plan in Winter 2021.

Attachments

None

Previous Reports

CMS19-004 Sport Plan – Update

CMS19-010 Sport Plan – Recommendation for Implementation

CMS20-009 Sport Plan – Progress Report

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Report No. CMS20-023

Pre-submission Review

Reviewed by the CAO on September 11, 2020

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



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Town of Aurora

General Committee Report

No. CMS20-022

Subject: Library Square – Project Monitoring Task Force

Prepared by: Phil Rose-Donahoe, Manager of Library Square

Department: Community Services

Date: September 22, 2020

Recommendation

1. That Report No. CMS20-022 be received; and
2. That the Terms of Reference for the Library Square Project Monitoring Task Force be approved; and
3. That two members of Council be appointed to the Library Square Project Monitoring Task Force.

Executive Summary

The Library Square project construction tender has been awarded and in anticipation of construction mobilization, a Project Monitoring Task Force (“Task Force”) will be established to monitor and examine all financial and budgetary aspects of Library Square during the construction phase, including project contingency expenditures.

- Terms of Reference were developed to detail the Task Force’s purpose, objective, composition, responsibilities, term, meeting schedule and agenda content.

Background

On August 25, 2020, the Library Square construction tender was awarded to Chandos Construction Ltd. At that time, the main motion to award the tender was amended to include the following clauses:

- “That a Library Square Construction Budget Control Task Force be established to monitor and examine all financial and budgetary aspects of Library Square during its construction phase and the spending of the project contingency; and

- That two members of Council be appointed to the Task Force; and
- That staff be directed to develop a Terms of Reference for the Task Force for approval by Council.”

As directed by Council, staff have prepared the Task Force Terms of Reference for Council’s consideration.

Analysis

Terms of Reference were developed to detail the Task Force’s purpose, objective, composition, responsibilities, term, meeting schedule and agenda content.

In response to Council’s request to establish a Library Square Project Monitoring Task Force for the purposes of monitoring and examining all financial and budgetary aspects of the project during the construction phase, staff developed the attached Terms of Reference.

The objectives of the Task Force include:

- Monitoring of project status, including construction progress, planned activities and emerging risks as they may inform financial impacts to the project; and
- Monitoring of financial and budgetary aspects related to project delivery.

These objectives will be supported by a Task Force comprised of the following members:

- Mayor as an Ex Officio member;
- Two (2) Councillors;
- Five (5) staff; and
- One (1) Project Management consultant.

The Task Force’s first meeting will occur following construction mobilization by the general contractor and will remain active until building occupancy, or as otherwise deemed appropriate by the Task Force. Meetings will be scheduled quarterly for the first twelve (12) months and bi-monthly after that.

The meetings will be conducted during normal business hours and meeting agendas will generally consist of the following:

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Report No. CMS20-022

- Update on construction activities and project timeline including any challenges or potential issues;
- Update on financial status, including any cost adjustments; and
- Task Force requests for information for next meeting.

Meeting minutes will be created and circulated to Task Force members at least one week prior to each meeting.

Advisory Committee Review

Not applicable

Legal Considerations

None

Financial Implications

As the Library Square Project Monitoring Task Force's role will be the monitoring and examination of all financial and budgetary aspects of this project during its construction phase, no direct financial implications are anticipated. The presented financial status including any cost adjustments will be as of the time of each scheduled meeting and may be subject to change.

Communications Considerations

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

Link to Strategic Plan

The development of Library Square supports the following Strategic Plan goals and key objectives:

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

- **Invest in sustainable infrastructure**
- **Celebrating and promoting our culture**
- **Encourage an active and healthy lifestyle**
- **Strengthening the fabric of our community**

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

It is recommended that Council approve the Library Square Project Monitoring Task Force Terms of Reference.

Attachments

Attachment 1 – Library Square Project Monitoring Task Force Terms of Reference

Previous Reports

CMS20-019 – Library Square – Tender Award and Update

Pre-submission Review

Reviewed by CAO on September 4, 2020

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Rachel Wainwright-van Kessel for Doug Nadorozny, Chief Administrative Officer

Library Square Project Monitoring Task Force

Terms of Reference

Purpose

The Library Square Project Monitoring Task Force (Task Force) has been formed to monitor and examine all financial and budgetary aspects of Library Square during the construction phase, including project contingency expenditures.

Objectives

The objectives of the Task Force include:

- Monitoring of project status, including construction progress, planned activities and emerging risks as they may inform financial impacts to the project; and
- Monitoring of financial and budgetary aspects related to project delivery.

Composition

The Task Force shall be comprised of the following members:

Role	Assignment	Responsibility	Fulfillment
Chair	To be determined at the first meeting	Oversee meeting activities and facilitate effective decision making	Chair meetings; ensure effective information distribution
Council Membership	Two members of Council plus the Mayor as Ex Officio member	Review ongoing budget status and financial management processes to ensure alignment with bylaws and standard project delivery practices	Participate in Task Force meetings; review construction and financial status progress updates prepared by Town staff and Project Management consultant
Staff Membership	CAO Director of Community Services Director of Financial Services (or designate)	Ensure that project objectives are being met in conjunction with construction and budget monitoring	Participate in Task Force meetings; work with Project Management consultant to prepare construction and financial status progress updates

Library Square Construction and Financial Monitoring Task Force
Terms of Reference

	Manager of Library Square Project Manager		Manager of Library Square to prepare agendas and meeting minutes
Consultant Membership	Senior Project Manager, Colliers Project Leaders	Ensure that project objectives are being met in conjunction with construction and budget monitoring	Participate in Task Force meetings; work with Town staff and other project consultants to prepare construction and financial status progress updates

Term

The Task Force is to commence after construction mobilization and will remain active until building occupancy, or as otherwise deemed appropriate by the Task Force.

Meetings

Meetings will be scheduled quarterly for the first twelve (12) months and bi-monthly after that. Meetings may be held more or less frequently as needed at the call of the Chair. The meetings will be conducted during normal business hours and meeting agendas will generally consist of the following:

- Update on construction activities and project timeline, including any challenges or potential issues;
- Update on financial status, including any cost adjustments; and
- Task Force requests for information for next meeting.

Meeting minutes will be created and circulated to Task Force members at least one week prior to each meeting.



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Town of Aurora

General Committee Report

No. PDS20-024

Subject: **Downtown Parking Update – Library Square Precinct**

Prepared by: Michael Bat, Traffic/Transportation Analyst

Department: Planning and Development Services

Date: September 22, 2020

Recommendation

1. That Report No. PDS20-024 be received; and
2. That shared parking agreements with organizations in the area be considered as short-term parking solution and staff be directed to continue exploring the medium and long-term parking solutions; and
3. That the following intersection improvements be approved by Council subject to its final review as part of the Town's budget process which will enhance both vehicular and pedestrian flow:
 - a. Installing a new traffic signal at the intersection of Yonge Street and Church Street (to be funded in the 10-year Capital Plan); and
 - b. Converting the 2-way 'Stop' to an 'All-way Stop' at the intersection of Victoria Street and Church Street (to be funded by the Town's Operations Department Operating Budget).
4. That staff be directed to coordinate with Chandos to ensure the compliance of the parking and traffic management strategies recommended in the Parking Study; and
5. That the Downtown Parking Working Group continue to monitor and address parking related issues within the Library Square precinct during construction and report to Council as required.

Executive Summary

This report presents to Council the findings and conclusions of the Library Square Parking Study (the Parking Study) prepared by BA Group. It seeks Council's approval to proceed with the implementation of the identified short-term options while continuing to explore medium and long-term parking solutions.

The Parking Study consists of the following key components and discussions:

- The Town retained BA Group to undertake a comprehensive parking analysis for the Library Square development and concluded there is sufficient parking supply to support future parking demand assuming all events within the Aurora Cultural Precinct are not run simultaneously;
- The future parking demand can be accommodated with the implementation of short, medium and long term options;
- As part of traffic management strategies, the Parking Study recommends signaling the intersection of Yonge Street and Church Street and installing an 'All-way Stop' control at the intersection of Victoria Street and Church Street;
- Parking and traffic management are both important aspects to minimize impacts resulting from Library Square construction activities to the adjacent neighbourhoods; and,
- A Downtown Parking Working Group has been created to discuss and manage parking related issues for the Downtown area including the Library Square project parking matters.

Background

Since 2000, Council has directed staff to undertake various studies to address the parking supply in downtown Aurora. They are summarized below and details are provided in Attachment 1.

- | | |
|------|--|
| 2002 | Completed a Master Transportation Operations Study (MTOS) which included parking demand within the downtown core area; |
| 2007 | Retained Marshall Macklin Monaghan (MMM) to update the downtown parking component of the 2002 MTOS; |

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Report No. PDS20-024

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|------|---|
| 2010 | Approved the Aurora Promenade Urban Design Strategy to guide and manage growth; |
| 2016 | Initiated a Downtown Traffic Management Plan for Library Square; and, |
| 2016 | Engaged Fotenn to prepare a vision and concept plan for the Cultural Precinct as identified in the Aurora Promenade Plan. |

Staff report no. PDS19-018 was approved on March 21, 2019 including the following key elements:

- Provide additional on-site parking within the laneway located on the northern property limit of the Site;
- Provide additional on-street parking on Victoria Street; and,
- Provide additional on-street parking on Church Street subject to further public consultation.

A public consultation was held on May 23, 2019 to present the design options for Church Street. Council subsequently adopted staff report no. PDS19-063 and directed staff to proceed with the preferred option for the Church Street right-of-way.

In addition, the minimum AODA requirement for barrier free spaces for the Library Square development is 4 spaces (or 4% of the total parking supply), whereas the site plan proposes 8 barrier free spaces (or 10% of the total parking supply).

Analysis

The Town retained BA Group to undertake a comprehensive parking analysis for the Library Square development and concluded there is sufficient parking supply to support future parking demand assuming all events within the Aurora Cultural Precinct are not run simultaneously

BA Group completed parking demand surveys for two consecutive weeks on Fridays (December 7 and 14, 2018) and Saturdays (December 8 and 15, 2018) during the periods of 10 a.m. to 7:00 p.m. The survey area is generally bounded by Wellington Street East to the north, Harrison Avenue to the south, Larmont Street to the east and Yonge Street to the west. It is strategically selected to avoid the needs of crossing major streets (i.e. Yonge Street and/or Wellington Street East).

The Parking Study considered two areas: 1) wider area (i.e. within 500 metres walking distance) and 2) focus area (i.e. within 250 metres walking distance). The study concluded that the total parking demand for the focus area was noticeably greater than the wider area as a result of the land uses within the smaller area.

Future parking demand were estimated based on two scenarios: 1) day-to-day activity and 2) event activity. The day-to-day activity is anticipated to follow a consistent daily pattern while the event activity may or may not occur at a regular schedule. The parking activity for both the Library Square development and the surrounding area is categorized below:

- Day-to-day activity: existing Library, School House and proposed Community Centre uses; and,
- Event activity: proposed Library multi-purpose rooms, proposed Theatre, Town Park, existing Farmer's Market and new Armoury uses.

Based on the analysis, the Parking Study concluded the following:

- All of the event capacity scenarios will put a strain on the on-street parking supply when the events are run simultaneously and,
- On a weekend mid-day if all events are run simultaneously at 100% capacity, the study area parking supply cannot satisfy parking demand and the on-street parking supply will be at capacity. However, this is considered as the ultimate worst case scenario, the Town will coordinate events to ensure sufficient parking capacity is available.

Details of the parking surveys and analysis are provided in Attachment 2.

The future parking demand can be accommodated with the implementation of short, medium and long term options

To address future parking demand for the Library Square development, the Parking Study provided short, medium and long term alternative options. They are described below and details are provided in Attachment 3.

Short-term Options:

- Option 1 – Use existing area parking supply & proposed 78 Site parking spaces and proposed 36 on-street parking spaces via the redesigned Church Street and Victoria Street; and,

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Report No. PDS20-024

- Option 1B – Enhance and encourage use of the existing parking supply (quick wins).

Medium-term Option:

- Option 2 – Build additional parking on-site through acquiring additional property.

Long-term Option:

- Option 3A: Consolidated Surface Parking Lot; and,
- Option 3B: Below-Grade Parking Structure with Development Above (Off-site).

The Parking Study recommends Option 1B by entering into a shared parking agreement with either the United Church or Trinity Church, or both, to address short-term parking. The staff parking demand for the Site would be accommodated by the existing area parking supply, making more efficient use of available parking and reducing the need to build excess parking. The reduction in staff parking demand will free up site parking spaces for visitors.

As part of traffic management strategies, the Parking Study recommends signalizing the intersection of Yonge Street and Church Street and installing an ‘All-way Stop’ control at the intersection of Victoria Street and Church Street

To enhance vehicular and pedestrian movements with the Library Square development, the following traffic control amendments were recommended by the Parking Study:

- a) Installing a new traffic signal at the intersection of Yonge Street and Church Street; and,
- b) Converting the 2-way ‘Stop’ to an ‘All-way Stop’ at the intersection of Victoria Street and Church Street.

The potential benefits and drawbacks of the recommended traffic control amendments are provided in Attachment 4.

Staff recommends to monitor the future vehicular and pedestrian demand when the Library Square development is constructed and undertake the necessary warrant analysis prior to considering the above noted traffic control amendments.

Should Council decide to install the proposed traffic signal at the intersection of Yonge Street and Church Street and implement ‘All-way Stop’ at the intersection of Victoria

Street and Church Street, appropriate funding should be allocated through the budget process.

Parking and traffic management are both important aspects to minimize impacts resulting from the construction activities to the surrounding neighbourhoods

The Parking Study provided a list of possible mitigation strategies to reduce the impact for all road users on local streets as a result of the construction.

A construction management plan for Library Square will be provided so the public is aware of the construction activity taking place on-site and the proposed traffic operations.

In addition, the Town can consider temporarily removing the existing hourly and “No Parking” restrictions on the east side of Yonge Street in the vicinity of the Site during construction to increase the parking supply for Library users.

A Downtown Parking Working Group has been created to discuss and manage parking related issues for the Downtown area including the Library Square project parking matters

To effectively manage parking related issues within the Downtown area, a working group has been created including staff from the following departments: Planning and Development Services, Corporate Services, Community Services and Operation Services. The initial meeting of the working group was held on September 15, 2020. Staff will continue to manage, coordinate and communicate any parking matters within the Downtown area and any construction related concerns from the Library Square development.

Advisory Committee Review

Not Applicable.

Legal Considerations

None.

Financial Implications

There are no direct financial implications associated with this report.

However, should Council decide to proceed with the installation of traffic signal at the intersection of Yonge Street and Church Street and implementation of 'All-way Stop' at the intersection of Victoria Street and Church Street, the estimated costs are provided below:

1. Installation of traffic signal at the Yonge Street and Church Street intersection: Approximately \$206,040. This is included in the 10-year Capital Plan (project no. 34516) and it will be funded by "Development Charges" and "Growth and New Reserve"; and,
2. Implementation of 'All-way Stop' at the Victoria Street and Church Street intersection: Approximately \$800 and the necessary funds are available from the Town's Operations Department Operating Budget.

These improvements represent the incremental Library Square costs which will be brought to Council for its final review and approval upon further studies.

Communications Considerations

Prior to the construction, Chandos will provide a detailed construction management plan listing the construction stages, estimated duration for each stage and the expected impact (i.e. parking restrictions, lane closure, etc.) and this information will be circulated to the nearby residents and businesses.

In addition, the Town of Aurora will 'inform' the public of the study recommendations by posting this report to the Town's website on the Library Square page.

There are five different levels of community engagement to consider, with each level providing the community more involvement in the decision making process. These levels are: Inform, Consult, Involve, Collaborate and Empower. Examples of each can be found in the Community Engagement Policy. These options are based on the International Association of Public Participation (IAP2) Spectrum and assist in establishing guidelines for clearly communicating with our public and managing community engagement.

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

1. That Council to provide direction.

Conclusions

This report presents to Council the findings and conclusions of the Library Square Parking Study. The Parking Study provides short-term, medium-term and long-term recommendations to address the future parking demand and traffic management strategies.

The following key recommendations are provided:

- It is recommended the Town to consider Option 1B by entering into a shared parking agreement with either the United Church or Trinity Church, or both, as short-term parking strategy;
- As part of the traffic management strategies, the Parking Study recommends to signalize the intersection of Yonge Street and Church Street and install 'All-way Stop' control at the intersection of Victoria Street and Church Street; and,
- The Parking Study provided a list of mitigation strategies to reduce the impact for all road users (including pedestrians) as a result of construction.

In addition, a staff working group has been created to discuss, manage and communicate parking related matters during construction of the Library Square development. The working group will provide updates to Council during the various stages of construction.

Attachments

Attachment 1:	List of Background Studies
Attachment 2:	Detailed Parking Survey and Analysis Results
Attachment 3:	Parking Study Short, Medium and Long Term Options
Attachment 4:	Benefits and Drawbacks for the Proposed Traffic Control Amendment

Previous Reports

Staff Report No. PDS19-018, dated March 21, 2019; and,

September 22, 2020

9 of 9

Report No. PDS20-024

Staff Report No. PDS19-063, dated July 16, 2019

Pre-submission Review

Agenda Management Team review on September 3, 2020

Approvals

Approved by David Waters, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

Attachment 1**List of Background Studies**

Background Studies	Descriptions
Master Transportation Operations Study	In 2002, the Town conducted a Master Transportation Operations Study that indicated that there was an adequate amount of both on and off-street parking in the downtown area to meet demand.
Downtown Core Area Parking Study	In 2007, the Town retained Marshall Macklin Monaghan (MMM) to update the parking component of the 2002 study to assess whether parking supply was still adequate in response to concerns raised by the Aurora Public Library. The MMM report reviewed existing parking supply and demand, and determined that the core area in Downtown Aurora generally had enough parking and was expected to continue to do so in the future, with the exception of library parking which was operating at capacity.
Aurora Promenade Urban Design Strategy	In 2010, the Town of Aurora approved the Aurora Promenade Urban Design Strategy. The purpose of the Urban Design Strategy was to guide and manage growth in a way that realizes the Official Plan and Secondary Plan vision for revitalizing the Yonge and Wellington corridors into a vibrant place to live, shop, work and play. Key to the strategy is reinforcing and enhancing the Cultural Precinct by leveraging cultural assets, enhancing public spaces and promoting a distinct streetscape.
Downtown Traffic Management Plan	In 2016, in response to a Council motion, staff initiated a Downtown Traffic Management Plan for Library Square to assess a number of issues in the area, including traffic infiltration, parking demand and a plan to convert on-street parking to angled parking on the Church Street, Victoria Street and Mosley Street boulevard, and traffic operation configuration on these streets to one-way only.
Cultural Precinct Study	In 2016, Fotenn prepared a vision and concept plan for the Cultural Precinct as identified in the Aurora Promenade Plan. This study builds on the foundation established through the Aurora Cultural Master Plan (2014), the guiding principles for the Cultural Precinct contextualize the town's overarching cultural goals, and set the framework for the development of a community focused, economically viable and culturally vibrant district for Aurora.

Attachment 2**Study Area Existing Parking Supply**

Locations	Parking Supply
Library Parking Lot	77 spaces
School House Parking Lot	15 spaces
Off-street Public Parking Facility	59 spaces
Off-street Private Parking Facilities	410 spaces
On-street Parking	425 spaces
Total (with private parking lots)	986 spaces
Total (without private parking lots)	576 spaces

Note:

- 1) Since the existing on-street parking is not delineated by markings, the parking counts varies depending on several factors including the size of the vehicles and the distance left between vehicles. Therefore, the on-street parking supply represents an approximate count.

Wider Area Existing Parking Demand

Locations	Parking Supply	Parking Demand	Utilization
On-street Parking:	425 spaces	76 spaces (96 spaces)	18% (14%)
Off-street Parking:	561 spaces	323 spaces (237 spaces)	58% (42%)
Total:	986 spaces	399 spaces (333 spaces)	40% (34%)
Parking Available:	587 spaces (653 spaces)		60% (66%)

Notes:

- 1) 79 off-street parking spaces are demand from the Library and School House; and,
- 2) Without bracket represent Friday values – e.g. 76 spaces (With bracket represent Saturday values – e.g. 96 spaces).

Focus Area Existing Parking Demand

Locations	Parking Supply	Parking Demand	Utilization
On-street Parking:	219 spaces	62 spaces (78 spaces)	28% (35%)
Off-street Parking:	151 spaces	119 spaces (117 spaces)	79% (77%)
Total:	370 spaces	181 spaces (195 spaces)	49% (53%)
Parking Available:	189 spaces (175 spaces)		51% (47%)

Notes:

- 1) 79 off-street parking spaces are demand from the Library and School House; and,
Without bracket represent Friday values – e.g. 62 spaces (With bracket represent Saturday values – e.g. 78 spaces).

Changes to Focus Area Existing Parking Supply

Locations	Supply Removed	Supply Replaced	Net Supply
Library and school House	- 92 spaces	+ 78 spaces	- 14 spaces
Victoria Street (between Church Street and the northern limit of the site)	- 7 spaces	+ 16 spaces	+ 9 spaces
Church Street (between Yonge Street and Victoria Street)	- 14 spaces	+ 20 spaces	+ 6 spaces
Total	- 113 spaces	+ 114 spaces	+ 1 space

Estimated Event Attendance and Occupancy Capacity

Events	Weekday	Weekend
Proposed Library Multi-Purpose Rooms	160 people	160 people
Proposed Theatre	246 people	246 people
Existing Aurora Public Park	30 people	70 people
Existing Farmer's Market	-	200 people
New Armoury Uses	240 people	240 people
Total	676 people	916 people

Focus Area Future Day-to-Day Parking Demand

Locations	Parking Supply	Parking Demand	Utilization
On-street Parking:	234 spaces	92 spaces (113 spaces)	39% (48%)
Off-street Parking:	137 spaces	118 spaces (111 spaces)	86% (81%)
Total:	371 spaces	210 spaces (224 spaces)	57% (60%)
Parking Available:	161 spaces (147 spaces)		43% (40%)

Notes:

- 1) 78 off-street parking spaces are demand from the Library and School House; and,
- 2) Without bracket represent Friday values – e.g. 92 spaces
(With bracket represent Saturday values – e.g. 113 spaces).

Wider Area Future Event (100% Capacity) Parking Demand

Locations	Parking Supply	Parking Demand	Utilization
On-street Parking:	440 spaces (395 spaces)	352 spaces (395 spaces)	80% (100%)
Off-street Parking:	157 spaces	142 spaces (157 spaces)	90% (100%)
Total:	597 spaces	494 spaces (552 spaces)	83% (100%)
Parking Available:	103 spaces (0 spaces)		17% (0%)

Notes:

- 1) 78 off-street parking spaces are demand from the Library and School House;
- 2) Without bracket represent Friday values – e.g. 352 spaces
(With bracket represent Saturday values – e.g. 395 spaces); and,
- 3) On-street parking will be reduced by 45 spaces when Farmer's Market is in operation on Saturday.

Short-Term Options

- a) Option 1 – Use existing area parking supply & proposed 78 Site parking spaces and additional 15 on-street parking spaces:

As concluded in the Parking Study, there is sufficient parking supply in the vicinity of the Site to accommodate the existing and future parking demand for the day-to-day uses and most of the events.

This option requires no Town intervention except for the current plans to redevelop the Site. The Town can also provide information at the library and school house that outlines the location of public parking in the vicinity of the Site, so that visitors to the Site know the options available to them. The parking demand should be monitored following the redevelopment of the Site to ensure that the supply is adequate to address the new parking demand.

- b) Option 1B – Enhance and encourage use of the existing parking supply (quick wins):

There are numerous short-term measures that can significantly enhance the existing parking supply and alter how area residents and visitors utilize the parking supply. These can be considered ‘quick wins’ that can be implemented prior to medium and long-term measures in order to maximize the opportunities in the area.

The quick wins are outlined below.

- Maximize use of existing off-street public parking;
- Revisit Yonge Street parking restrictions;
- Encourage long-term parking in less desirable lots (e.g. through agreement with the United Church located at 15186 Yonge Street and/or the Trinity Church located at 79 Victoria Street); and,
- Transportation Demand Management (e.g. cycling support, pedestrian connectivity, carpooling support, area parking management (by pricing and/or restrictions), transit passes and communication and promotion).

Medium-term Options

- a) Option 2 – Build additional parking on-site:

Consideration should be given to constructing surface or structured parking with an additional 35 parking spaces than what is currently proposed through the redevelopment of the Site. The 35 parking spaces would accommodate the additional

day-to-day forecast parking demand and the existing demand that cannot be accommodated by the proposed parking supply on-site. Thus, the existing and proposed on-street parking supply would not be required to support the day-to-day parking demand of the Site.

Long-Term Options

a) Option 3A/B – Consolidate area parking:

The area surrounding the Site and the Downtown Area consists of many small, private surface parking lots that serve individual businesses. Over time, the Town can slowly transition from private parking lots to larger, shared public parking lots. Consolidated public lots would increase efficiency, design quality, and access opportunities. This would also increase the area parking supply, which would be more efficient in accommodating the existing and future parking demand.

This can be achieved through two options:

- Option 3A: Consolidated Surface Parking Lot; and,
- Option 3B: Below-Grade Parking Structure with Development Above (Off-site).

Similarly to the medium-term options, Option 3A and 3B are long-term strategies that will address and mitigate the shortfalls of the proposed parking supply. However, these options do not need to be pursued right away in order to be implemented. The Town can continue to explore the medium-term options and reevaluate the long-term options following the redevelopment of the Site in order to determine if it is necessary based on the observed parking demand for the Downtown Area in the future.

Attachment 4**Installing a new traffic signal at the intersection of Yonge Street and Church Street**

Benefits	Drawbacks
<ul style="list-style-type: none"> Provides enhanced access to and from Church Street, especially southbound left and westbound left movements; 	<ul style="list-style-type: none"> Increased delays for vehicles, especially along Yonge Street;
<ul style="list-style-type: none"> Additional pedestrian crossing opportunities along Yonge Street; 	<ul style="list-style-type: none"> Reduces travel speed at an irregular intersection;
<ul style="list-style-type: none"> Enhanced pedestrian safety, as it will hopefully reduce the amount of jay-walking at this intersection; and, 	<ul style="list-style-type: none"> The traffic volumes on Church Street does not warrant a signalized intersection; and
<ul style="list-style-type: none"> Longer term potential for the site adjacent to the intersection should it be redeveloped. 	<ul style="list-style-type: none"> The existing driveway on Yonge Street (adjacent to the intersection) makes the signalization of the intersection less than ideal.

Converting the 2-way 'Stop' to an 'All-way Stop' at the intersection of Victoria Street and Church Street

Benefits	Drawbacks
<ul style="list-style-type: none"> Enhanced pedestrian safety, as the 'All-way Stop' will provide a controlled pedestrian crossing of Victoria Street, which is an existing pedestrian movement that is completed through jay-walking; 	<ul style="list-style-type: none"> Increased delays for vehicles;
<ul style="list-style-type: none"> The intersection is irregular and the additional 'Stop' controls will force vehicles approaching the intersection to slow down and stop; 	<ul style="list-style-type: none"> Potential queuing northbound on Victoria Street, which could block Metcalfe Street; and,
<ul style="list-style-type: none"> Will act as a traffic calming measure with the additional traffic resulting from the Project and area event spaces; and, 	<ul style="list-style-type: none"> It does not address the existing offset at this intersection.
<ul style="list-style-type: none"> It is a relatively low-cost traffic management strategy. 	



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Town of Aurora

General Committee Report

No. OPS20-015

Subject: DWQMS – Financial Plan

Prepared by: Iustina Voinea, Program Coordinator, Water/Wastewater/Sotrmwater

Department: Operational Services

Date: September 22, 2020

Recommendation

1. That Report No. OPS20-015 be received; and
2. That the ten (10) year Financial Plan for the Town of Aurora Water System be approved.

Executive Summary

The purpose of this report is to obtain Council approval of a Financial Plan required for renewing the Municipal Drinking Water License (MDWL), under the Safe Drinking Water Act, 2002 (the Act). A Municipal Drinking Water License is an approval by the Ministry of Environment, Conservation and Parks (MECP) for the operation of the municipal drinking water system for a five (5) year period. The Town of Aurora's (The Town's) current MDWL expires in July 2021. The Town's distribution system Financial Plan has been prepared in accordance with Ontario Regulation 453/07 and must be approved by a resolution of Council and submitted to the MECP with the License application and to the Ministry of Municipal Affairs and Housing.

- Licensing of drinking water system mandated by Provincial Legislation
- The requirement for a provincially Approved Financial Plan is focused on the Province's long term strategy to ensure financially sustainable drinking water systems
- The Town's focus on long-term sustainability includes multi-year operating and capital programs consistent with Provincial requirements
- The Aurora water system's Financial Plan submission is based upon the Town's most current multi-year forecast with one exception

- Financial Plan submission based on current approved Town budget and long term forecast
- Financial Plan meets all legislated requirements and demonstrates sustainable funding for long term preservation of assets

Background

In Part Two of Justice Dennis O'Connor's Report of the Walkerton Inquiry, Justice O'Connor recommended that municipalities plan for the long-term financial sustainability of their drinking water systems. Municipalities should ensure adequate finances are available to cover operational costs as well as costs for maintaining and upgrading municipal water systems in order to ensure the safety of drinking water supplies.

Ontario Regulation 188/07 – Licensing of Municipal Drinking Water Systems, under the Act, outlines the requirements and timelines for acquiring a License for the Town's drinking water system. A Council approved Financial Plan, in accordance with Ontario Regulation 453/07-Financial Plans, outlining at a minimum six (6) years of operations is required to be submitted to the Ministry of Environment, Conservation and Parks part of the application for Town's Drinking Water System License renewal.

The Town's due date to apply for the License renewal is December 29, 2020.

Analysis

The requirement for a provincially Approved Financial Plan is focused on the Province's long term strategy to ensure financially sustainable drinking water systems.

The primary purpose for the submission of a Financial Plan to the Province is to support the Provincial objective of ensuring all drinking water systems are planning for long term financial needs. The plan is intended to demonstrate that financial commitment. This commitment is fully supported by staff and Council as demonstrated by the operating budget process and long term capital planning initiatives undertaken annually.

The Town's focus on long-term sustainability includes multi-year operating and capital programs consistent with Provincial requirements.

The Town's current practice of maintaining a ten (10) year capital and operating plan for its water program costs and rates compared to its recent historical trends is consistent

with Provincial requirements. This program's capital replacement plan drives the Town's reserve adequacy analysis that determines the extent to which its reserve must be replenished each year in order to ensure its sustainability.

This approach exceeds the minimum Provincial requirement at this time being a six (6) year financial plan.

The Aurora water system's Financial Plan submission is based upon the Town's most current multi multi-year forecast with one exception.

The presented Aurora water system ten (10) year plan is in alignment with the Town's most current multi-year plan and does not commit the Town to any additional expenditures in any way.

There is only one instance where these plans are not in alignment relating to the inclusion of the effects of this program's tangible capital assets on its financial picture. In an effort to reflect this program's projected performance based upon a full accrual basis of accounting, the amortization expenses for all of its existing assets has been accounted for and funded within the Town's financial plan in an effort to ensure a financial sustainable water system. This amortization expense has been captured in the form of an annual contribution to the water reserve in support of the renewal of existing infrastructure. It can be observed that the financial plan's reserve contributions exceed amortization expenses. This can be expected as an asset's amortization expense represents the historical cost for this asset rather than its future replacement cost. Consequently, the planned contribution to the water reserve is based upon future asset replacement cost.

The Town's planned contribution to the water reserve is driven by its identified tangible capital asset multi-year rehabilitation and replacement capital plan. Annual required reserve contributions strive to ensure the ongoing financial sustainability of this reserve in consideration of this plan's on-going requirements.

Financial Plan meets all legislated requirements and demonstrates sustainable funding for long term preservation of assets.

The Town has been progressively moving towards sustainable funding of the water system and this is now being demonstrated to the Province through submission of this plan. The Financial Plan has been prepared in compliance with Provincial requirements for reporting and will fulfil licensing requirements.

Advisory Committee Review

None

Legal Considerations

The Town must renew its municipal drinking water licence prior to the expiration date set out in the licence. Subsection 1(2) of O. Reg 453/07 requires that when the Town is renewing the municipal drinking water licence under section 32(4) of the Act, Council must approve a financial plan for the system that applies for a period of at least six (6) years and which includes, among other things, details of the proposed or projected financial position and financial operations of the drinking water system.

Financial Implications

As noted previously, the presented financial plan for the Aurora water system is in alignment with the Town's most current multi-year financial plan. There are no additional financial implications of this report beyond the current water system budget plans previously approved by Council. The most current 2020-30 Financial Plan for the Aurora water system's operating and capital budgets can be found under Attachment #1.

Communications Considerations

The Town of Aurora will use 'Inform' as the level of engagement for this project. There are five different levels of community engagement to consider, with each level providing the community more involvement in the decision making process. These levels are: Inform, Consult, Involve, Collaborate and Empower. Examples of each can be found in the Community Engagement Policy. These options are based on the International Association of Public Participation (IAP2) Spectrum and assist in establishing guidelines for clearly communicating with our public and managing community engagement. In order to inform, this report will be posted to the Town's website. Residents will be notified of the posting under the news and notices section on the website and through social media.

Link to Strategic Plan

This process supports the Strategic Plan goal of Supporting an Exceptional Quality of Life for All, through its accomplishment in satisfying requirements in the following key

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Report No. OPS20-015

objective within this goal statement:

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

Alternative(s) to the Recommendation

There are no alternative recommendations. Council endorsement and submission of a Financial Plan is part of the legislated requirements of the drinking water system licensing process.

Conclusions

The Town of Aurora has successfully completed all the necessary steps to meet the Safe Drinking Water Act, 2002 and related licensing requirements. Council endorsement and submission of the Financial Plan is the final step in meeting the Licensing requirements for the drinking water system.

The License renewal application package including the Financial Plan will be submitted to the MECP in December, to comply with DWQMS License renewal due date of December 29, 2020.

Attachments

Attachment #1 - Town of Aurora Distribution System Financial Plan No. 115-301

Previous Reports

OPS20-012 Drinking Water Quality Management System-Management Review, June 16, 2020

Pre-submission Review

Agenda Management Team review on September 3, 2020

September 22, 2020

6 of 6

Report No. OPS20-015

Approvals

Approved by Allan D. Downey, Director, Operational Services

Approved by Doug Nadorozny, Chief Administrative Officer



Attachment 1

Aurora Water System Financial Plan As Required by Ontario Regulation 453/07

The Town of Aurora Distribution System
Financial Plan No. 115-301

September 2020

Prepared by: Town of Aurora
Operational Services Department

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1. Introduction

1.1. Ontario Regulation 453/07

One of the requirements for licensing of drinking water systems under Ontario Regulation 453/07 of the Safe Drinking Water Act, 2002, is the development of a Financial Plan covering a period of at least 6 years. This regulation requires that the Owner of a drinking water system approves a financial plan that must be submitted to the Province within the timeline listed in the drinking water system licence.

The financial plan requirements identified in this regulation are summarized as follows:

- The plan must be approved by resolution of Council that indicates that the drinking water system is financially viable
- The plan must provide for a planning period of at least six years, starting the last year of the existing licence
- The plan must include the current financial position, projected operating costs, capital plan, and revenues to demonstrate appropriate fiscal management
- The plan must be made available to the public at no cost and the public must be notified of its availability
- A copy of the plan must be submitted to the Ministry of Municipal Affairs and Housing

1.2. Sustainable Financial Planning

In August 2007, the Ministry of Environment issued a guideline entitled Toward Financially Sustainable Drinking Water and Wastewater Systems. The Town has followed this guideline to transform the financial aspects of its water and wastewater systems into a format that complies with Ontario Regulation 453/07. The guideline defines principles to aid in developing financial plans. These are:

1. Practice ongoing public engagement and transparency to build confidence in the financial plans and systems delivering these services
2. An integrated approach to planning among water, wastewater, and stormwater systems is desirable given the relationship among these services
3. Revenue collected for these services should be used to meet the needs of these services
4. Life cycle planning with mid-course corrections is preferable to not planning at all
5. An asset management plan is a key input to the financial plan
6. A sustainable level of revenue is key to meeting legislative requirements and future repair and replacement needs
7. By ensuring users pay for services provided (through metering), a more equitable outcome is achieved including increased conservation
8. Financial plans are living documents that require continuous updating and improvement
9. Financial plans benefit from collaboration with various groups including engineering, finance, staff and Council

The Department has taken great efforts to incorporate these principles into the development of financial plans and the annual budget process.

1.3. Municipal Drinking Water Licence

The Town of Aurora received its current drinking water licence in July 2016. The licence is valid for 5 years with the requirement to submit a renewal application before December 29, 2020.

The licence requires that a financial plan be submitted with the renewal application.

2. Financial Management Practices

2.1. PSAB Compliance and full accrual accounting

Public Sector Accounting Board (PSAB) compliance relates to the identification and amortization of capital assets so that they are recognized as an investment rather than the previous municipal practice of expensing capital projects in the year the expenses were incurred. This approach results in recognizing the long term nature of infrastructure and accounting for its future replacement through the annual consumption of its value as determined by appropriate asset amortization rates. The principle supports the notion that investments in the system should be at least equal to the annual amortization amount which should lead to a sustainable state for infrastructure condition.

Full accrual accounting is the principle of recognizing all costs related to the operation of the system. The principle components of the full cost side of accrual accounting include operating expenses, interest expenses (if any), and amortization of the tangible capital assets. In principle, the sum of these costs represents the full cost of the water system and represents a sustainable funding model. However, in reality, the water system's amortization expense is not an accurate indication of the true cost of replacing the system's existing assets due to two factors; it does not reflect community growth and is based upon the historical cost of the original assets rather than their future replacement costs.

Supporting the growth of a community requires additional funding beyond what is generated from the existing infrastructure. As a community grows, so too does its

demand for water resulting in a requirement to expand the community's water network in order to accommodate this demand. The funding necessary for the construction of this new infrastructure must be raised in addition to the funds that are used to maintain and operate the Town's existing network. Most commonly, new infrastructure funding is raised through other avenues such as development charges. Future new infrastructure needs are identified through master plans that are reviewed and updated on a regular basis.

As the amortization expense is based upon the historical cost of the water system's existing assets, these costs do not consider Inflation and therefore undervalues the replacement cost of an asset. To compensate for this it is necessary to develop an asset replacement plan that considers the future replacement cost of each asset.

PSAB accounting ensures that financial reporting complies with the legislation on a historic reporting basis, however does not ensure that sufficient funding will be available even with the full accrual accounting methodology. To compensate for this, the development of a detailed asset growth and replacement plan which considers the system's future demand and future asset replacement costs is a necessity to ensure that its has a in sustainable funding strategy for the Town's water system. Under this methodology the system's future investment needs will exceed its amortization costs to ensure a truly sustainable system. For the purposes of this financial plan, asset amortization has been factored into the contribution to reserves line item under the system's operating expenses. Also, the included contributions to reserves have been validated against the water system's asset management plan to demonstrate and its amortization expense.

2.2. Life Cycle Analysis and 10 Year Capital Plan

The life cycle approach is an appropriate method of determining long term system capital needs and funding for those needs in a systematic and sustainable manner. The Town uses a 10 year planning horizon for capital planning.

The Aurora water system's 10 year capital plan is built upon its asset management Plan foundation. This 10 year plan identifies all the necessary works including all required asset repair, replacement, enhancement and risk mitigation. This plan is intended to be fully funded from its reserve account which is replenished on an annual basis through water rates which are set in an effort to meet long term target reserve balances.

2.3. Impact of Community Growth

The Town completed a review of its water system development charge requirements as part of the Town's recent 2019 background study. As of this development chart study, the Town's projected a total population growth of 13,163 over its planning horizon of 2019-2031, with a total projected population of 70,900 at the end of this period.

The majority of Town's green field development is nearing completion. Once these developments have been serviced, minimal further infrastructure growth is anticipated for the next ten years.

2.4. Operating Expenditures

Operating expenses are derived from the following areas:

- Staff salaries
- Materials and supplies
- Fleet charges
- Contracted services
- Bulk purchase of water from York Region
- Interdepartmental charges for meter reading and billing services
- Contribution to reserves

The total of operating expenses is intended to provide for a full cost accounting picture that meets both the annual operating needs and the long term capital requirements of maintaining the system.

The Clean Water Act, 2006 is an act focused on protection of drinking water supplies through source water protection plans. Within York Region, the regional upper tier government has the responsibility for water production and treatment and has been taking the lead role in fulfilling the requirements of the Clean Water Act. The Town has played an active role through participation, data collection and evaluation of the plans and is a partner in the process. However, under the current structure, the Town's impact on the operations of the overall water system is limited.

Lead service connections have been a priority for the Province with mandatory testing and development of lead service replacement programs. The Town is conducting regular lead testing and has not uncovered any issues with lead presence in its water to date. The Town was offered relief in its sampling and testing of residential properties until December 2021 based upon its past test results showing no lead in the drinking water. The Town continues with its sampling and testing for lead in the distribution system. The financial implications of this program have been incorporated into its annual operating budget.

2.5. Reserves and Use of Debt

The contribution to reserves operating expense item represents the forecasted amount that is needed to sustain the longer term capital rehabilitation and replacement program for the Aurora water system. This contribution is established based on the 10 year capital plan and is adjusted periodically as required to meet the long term reserve balance target of two times the typical annual capital program forecast costs. This reserve balance target is based on providing sufficient funds to account for larger expenditure years over the long term capital plan. This target is currently \$1.5M. Should the reserve balance be in a deficit position in any given year, the resultant funding shortfall is addressed

through internal borrowing as arranged through the Finance Department and is assumed to be charged an annual interest rate of 4.64 percent. The Town has not required external debt to maintain the system and does not anticipate a requirement for external debt based on the current capital forecast.

2.6. Flow Projections and Rate Setting

The responsibility for water production resides with York Region as the upper tier municipality. All of the Town's water requirements are provided by York Region through water that is purchased from Peel Region and the City of Toronto, as well as, water sourced from groundwater wells. An arrangement of regional meters are in place to determine how much water is purchased by the Town.

The Town's consumer rates are determined based on its need to generate sufficient funds to recover the Aurora water system's estimated total annual operating costs which include its required contribution to reserve. In the calculation of these rates, unbillable water loss is considered. The Town water system's current water loss rate is estimated to be 11 percent; this estimate is reviewed and assessed on an annual basis.

3. Financial Plan

3.1. Introduction

This plan is based on the Town's most current information available as derived from the Town's capital and operating budget process as well as from its historic asset valuations based on PSAB requirements. This plan provides a 10 year forecast of expected cash flows and asset valuations and is subject to change from time to time. The format and information presented in these tables is in conformance with guidelines set out by the Ministry of Environment, Conservation and Parks.

The Financial Plan requires a forecast for the following financial areas:

- Total financial assets
-

- Total liabilities
- Net Debt
- Total non-financial assets

In addition, it requires projections of cash flows over time including system projected gross cash receipts and gross cash payments arising from:

- Operating activities
- Capital activities
- Financing activities
- Investing activities

The key objectives of the funding plan are as follows:

1. To avoid large fluctuations in rates from year to year
2. Manage the level of debt (Internal)
3. Establish an appropriate level of cash reserves that reflects current and future needs of the system

The following sections provide a description of each report and the reports are located in Appendix A.

3.2. Opening Position

The information in Table 1 provides a start point for the financial plan and is based on the 2020 operating year.

Table 1
Opening Position 2020

Description	Amount
Revenue	\$11,951,166
Operating Expenses	\$2,641,648
Reserve Contribution	\$1,700,000
Cash Reserve	\$7,772,838
Fixed Assets	\$57,639,739

3.3. Capital Investment Plan

The capital investment plan establishes the water system's future investments that are required to maintain its existing infrastructure as well as accommodate for future growth and changes in water demand. The plan is derived from several sources including:

- Asset renewal forecasts identified through the PSAB process
- Condition assessments performed through various programs
- Coordination of reconstruction with other key projects such as roads and sewers
- Coordination with York Region projects where infrastructure shares common locations
- Forecast of future needs based on planned development and growth in the community through the Development Charges Background Study

Table 2 summarizes the annual expected investment to 2030 and demonstrates a reasonably balanced annual investment rate with a higher than normal expenditure in 2020. This anomaly is primarily driven by a necessity to coordinate water system with road network rehabilitation and replacement capital planning in order to minimize overall project costs. The presented rehabilitation and replacement capital investment plan is financially feasible as per the presented plan. There are no significant anomalies in the project portfolio in the long range forecast beyond 2030.

3.4. Statement of Operations

The statement of operations provides a profile of the direct costs related to the operation of the water system. A key element of this financial plan is the incorporation of the system's tangible capital asset amortization expense into the statement of operations to reflect the minimum level of capital rehabilitation and

replacement expenditure that is required annually to maintain the system. Table 3 presents the statement of operations.

The plan generates an annual surplus of funds on an annual basis primarily relating to the difference between the planned contributions to the reserve which are based on replacement value and amortization which is lower. A significant cost driver in the operations is the wholesale purchase of water from York Region which is primarily influenced by 2.9% rate increase projections from 2021 and beyond. Over the 10 year planning horizon the total operating costs increased by 35% percent with 87% of this increase being driven by the system's wholesale water cost. This cost is projected to increase by 47 percent over the next ten year period. This change is also impacted by the consideration of future growth in water demand.

3.5. Statement of Cash Flow (Direct Method)

The cash flow statement identifies the flow of cash in and out of the operation and also incorporates the effects of changes related to asset activity through capital project investments, growth and development charges. The statement is broken down into operating, investing, and financing activities. The purpose of the statement is to provide information on solvency, changes in assets liabilities and equity, and indicate the amount and probable timing of future cash flows.

The direct method of reporting is used. This method reports major classes of cash receipts and payments under the categories of:

- Operating Transactions
- Capital Transactions
- Finance Transactions

This is a simpler report to interpret compared to the indirect method which uses net-income as a starting point.

From the statement in Table 4, it can be seen that cash receipts from operations, which exclude amortization as it is a non cash item, are essentially at breakeven reflecting both growth in consumption and rate increases required to sufficiently fund the program.

3.6. Statement of Change in Net Financial Assets

The statement of change in net financial assets indicates whether sufficient revenue is available to offset the operating, capital asset cost, and other non-financial asset costs. Table 5 presents the statement of change in net financial assets.

3.7. Reserve Balance

Table 6 represents the forecasted reserve balance for the planning period 2020 - 2030. In comparing the reserve contributions to the amortization rates shown in Table 5, it is demonstrated that reserve contributions are exceeding the system's capital asset amortization expense resulting in improving reserve health. It is estimated that the reserve should be adequate to address the water system's future replacement needs for at least the next years. Further increases to reserve contributions will be contemplated on an annual basis to achieve the preferred reserve balance of two time's annual capital requirement which is set at a current target of \$1,500,000.

3.8. Rate Forecast

Table 7 presents the water rate forecast as a cost per cubic meter. The rate reflects full costs to be recovered relative to expected net volumetric sales after a deduction of un-billable water use and loss.

3.9. Summary of Financial Position

The financial plan for the Town of Aurora has been prepared to incorporate all the required elements and demonstrates a commitment to move to full cost accounting and a sustainably funded water system. As the Town's water system's infrastructure ages, its capital rehabilitation and replacement requirements will continue to grow which will continue to subject the system's required contribution to upward pressure.

Over the coming ten years, the Town will reach build out resulting in a stabilization in demand on the system. All anticipated growth requirements for the water system for the past ten years has been captured in the Town's recent development charge study. Through its study, the Town strives to address the timing and funding of these noted requirements while adhering to the principle of "growth pays for growth". This plan strives to ensure that the system's growth requirements have no net impact on the annual operating budget.

Appendix A- Financial Tables

Table 2

Capital Investment Plan ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Repair and replacement	2,818	523	984	792	558	456	408	238	243	200	-
S&O	-	-	-	-	200	-	-	-	-	-	-
Growth and New	-	-	-	-	-	-	-	-	-	-	-
Total	2,818	523	984	792	758	456	408	238	243	200	-

Table 3

Statement of Operations ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenues	11,951	12,327	12,631	12,721	13,010	13,480	13,982	14,307	14,641	15,197	15,770
Expenses	-	-	-	-	-	-	-	-	-	-	-
Operating Costs	2,682	2,713	2,774	2,820	2,856	2,894	2,941	2,980	3,019	3,070	3,111
Wholesale purchase of water	7,570	7,914	8,157	8,401	8,653	9,086	9,540	9,827	10,121	10,628	11,159
Interest	-	-	-	-	-	-	-	-	-	-	-
Amortization	1,334	1,342	1,357	1,369	1,380	1,387	1,393	1,396	1,400	1,403	1,403
Gross Expenses	11,585	11,969	12,288	12,590	12,890	13,366	13,875	14,203	14,541	15,100	15,673
Annual Surplus/(deficit)	366	358	343	131	120	113	107	104	100	097	097
Accum. Surplus beginning of period	7,773	8,139	8,497	8,840	8,972	9,092	9,205	9,312	9,415	9,515	9,612
Accum. Surplus end of period	8,139	8,497	8,840	8,972	9,092	9,205	9,312	9,415	9,515	9,612	9,709

Table 4

Statement of Cash Flow (Direct Method) ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Transactions											
Cash received from:											
Water Operations	11,951	12,327	12,631	12,721	13,010	13,480	13,982	14,307	14,641	15,197	15,770
Cash paid for:	-	-	-	-	-	-	-	-	-	-	-
Operating costs	10,251	10,627	10,931	11,221	11,510	11,980	12,482	12,807	13,141	13,697	15,770
Cash provided from operating transactions	1,700	1,700	1,700	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-
Capital Transactions											
Acquisition of tangible capital assets	2,818	523	984	792	758	456	408	238	243	200	-
Cash applied to capital transactions	(1,118)	1,177	716	708	742	1,044	1,092	1,262	1,257	1,300	-
Finance Transactions											
Cash from Reserves	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in cash and equivalents	(1,118)	1,177	716	708	742	1,044	1,092	1,262	1,257	1,300	-
Cash and equivalents beginning of period	7,773	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952
Cash and equivalents end of period	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952	15,952

Aurora Water System Financial Plan

September 2020

Table 5

Statement of Change in Net Financial Assets ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Surplus/(deficit)	366	358	343	131	120	113	107	104	100	097	097
Add: Amortization of capital assets	1,334	1,342	1,357	1,369	1,380	1,387	1,393	1,396	1,400	1,403	1,403
Less: Acquisition of capital assets	2,818	523	984	792	758	456	408	238	243	200	-
Disposal of tangible capital assets	-	-	-	-	-	-	-	-	-	-	-
Change in net financial assets (debt)	(1,118)	1,177	716	708	742	1,044	1,092	1,262	1,257	1,300	1,500
Net financial asset (debt) position beginning of period	7,773	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952
Net financial asset (debt) position end of period	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952	17,452

Table 6

Reserve Balance ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Reserve Balance	7,773	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952
Contribution to Reserve	1,700	1,700	1,700	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Capital Investments	(2,818)	(523)	(984)	(792)	(758)	(456)	(408)	(238)	(243)	(200)	-
Rate Stabilization Draw	-	-	-	-	-	-	-	-	-	-	-
Closing Reserve Balance	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952	17,452

Table 7

Rate Forecast

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Costs to be Recovered ('000)	11,546	12,052	12,336	12,419	12,700	13,162	13,656	13,973	14,299	14,847	15,410
Volumetric Sales Forecast ('000)	5,296	5,316	5,370	5,402	5,423	5,445	5,467	5,489	5,511	5,533	5,555
Annual Blended Retail Rate (Jan 1)	2.18	2.27	2.30	2.30	2.34	2.42	2.50	2.55	2.59	2.68	2.77
Actual Rate for Billing Period (May1)	2.18	2.45	2.48	2.52	2.56	2.60	2.64	2.68	2.72	2.76	2.80

Table 8

Statement of Financial Position ('000)

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Financial Assets											
Cash	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952	15,952
Liabilities	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Net financial assets	6,655	7,831	8,547	9,255	9,997	11,041	12,134	13,395	14,652	15,952	15,952
Non Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Tangible Capital Assets	58,084	57,266	56,893	56,317	55,694	54,764	53,779	52,620	51,463	50,260	48,857
Accumulated Surplus/ (Deficit)	64,739	65,097	65,440	65,572	65,692	65,805	65,912	66,016	66,116	66,212	64,809



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Town of Aurora Notice of Motion

Re: Environmental Advisory Committee
To: Members of Council
From: Councillor Rachel Gilliland and Mayor Tom Mrakas
Date: September 22, 2020

Whereas the Town of Aurora declared a Climate Emergency for the purposes of naming and deepening our commitment to protecting our eco systems by identifying key criteria to help reduce our carbon footprint and protect our community from the impacts of climate change; and

Whereas the Town of Aurora is prioritizing the process of creating a Climate Action Plan for the Town of Aurora, focused on reducing emissions and adaptation at the community level; and

Whereas staff have been directed by Council to look for opportunities for economic growth, stimulation in the low-carbon economy, and cost benefits for all who consume energy; and

Whereas local governments around the world have recognized the extreme emergency that climate change embodies and have expedited their own actions, and have called on provincial and national governments to strengthen action on climate change; and

Whereas the Town would benefit from a dedicated committee to address environmental and climate adaptation at a community level to discuss ongoing climate change, protections, energy conservation, education, environmental matters and contribute comments to the Climate Action Plan and Community Energy Plan; and

Whereas the Town of Aurora is committed to taking meaningful action to address the environment and climate change in Aurora;

1. Now Therefore Be It Hereby Resolved That a dedicated “Environmental Advisory Committee” be re-established to address ongoing climate change and adaptation initiatives, energy conservation, environmental matters and contribute comments to the Climate Action Plan.

2. Be It Further Resolved That the “Environmental Advisory Committee” be comprised of one (1) member of Council and five (5) citizen members; and
3. Be It Further Resolved That staff be directed to advertise, in accordance with the provisions of the “Policy for Ad Hoc/Advisory Committees and Local Boards”, for applications from members of the public for appointment to the “Environmental Advisory Committee”; and
4. Be It Further Resolved That the Chief Administrative Officer be directed to appoint one appropriate staff liaison to support the work of the “Environmental Advisory Committee”; and
5. Be It Further Resolved That the terms of reference for the Community Advisory Committee be amended to remove the mandate for environmental initiatives.