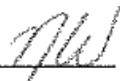


The Corporation of the Town of Ajax
COUNCIL

Monday March 9, 2015 at 7:00 p.m.
Council Chambers, Town Hall
65 Harwood Avenue South



Confirmed by: 

AGENDA

Alternative formats available upon request by contacting:
sarah.moore@ajax.ca or 905-619-2529 ext. 3347

Anything in **blue** denotes an attachment/link. By clicking the links on the agenda page, you can jump directly to that section of the agenda. To manoeuvre back to the agenda page use the **Ctrl + Home** keys simultaneously. **OR** use the "Bookmark" icon to the left of your screen to navigate from one report to the next

1. Call To Order

2. Disclosure of Pecuniary Interest

3. Adoption of Minutes

3.1 Regular Meeting **February 23, 2015** 4

4. Delegation and Presentations / Public Hearings

- 4.1 Delegation **Ajax Pickering Board of Trade**
~ Denise Jones, President, Ajax Pickering Board of Trade
- 4.2 Delegation **Ajax Economic Development & Tourism Strategy Update**
~ Lisa Hausz, Manager, Business Development & Marketing,
Town of Ajax
[see Departmental Report 6.4.1]
- 4.3 Delegation **Pan Am/ParaPan Am Games Update**
~ Tracey Vaughan-Barrett, Director of Recreation & Culture, Town
of Ajax
~ Aaron Glyn Williams - Senior Manager, External Partnerships,
Public Affairs, TO2015
~ Doug Spooner - Senior Manager, Transportation Partner
Integration and Planning, Operations, TO2015
~ Kyle Iannuzzi - Manager, Transportation Partner Integration and
Planning, Operations, TO2015
~ Dave Meredith, Director of Operations & Environmental
Services, Town of Ajax

- 4.4 Delegation **Region of Durham Update on Climate Adaption Plan**
~ Brian Kelly, Sustainability Manager, Region of Durham
- 4.5 Delegation **Environmental Events 2015**
~ Jade Schofield, Sustainability Coordinator, Town of Ajax

5. **Correspondence** 9

6. **Reports**

- 6.1 Community Affairs & Planning Committee Report **None**
- 6.2 **General Government Committee Report** **March 5, 2015**
(ratify actions)
- 6.3 Advisory Committee Reports **None**
- 6.4 Departmental Reports **March 9, 2015**
- 6.4.1 **Economic Development & Tourism Strategy Update**, P. Allore, Director of
Planning & Development Services / L. Hausz, Manager of Business development
& Marketing 21

7. **Regional Councillors' Reports**

- 7.1 **Regional Councillor S. Collier** 44
- 7.2 **Regional Councillor C. Jordan** 46

8. **Business Arising From Notice of Motion**

None

9. **By-Laws**

- 22-2015 Appointment of Interim Deputy Directors of Finance 48
- 23-2015 Fire Route for 61 Williamson Drive East 49
- 24-2015 Appointment to Board of Management for Downtown Business Improvement
Area 51
- 25-2015 Appointment to Board of Management for Pickering Village Business Improvement
Area 52
- 26-2015 Fire Route for 180 Williamson Drive East 53

10. **Notice of Motion**

11. **Other Business**

12. **Question Period**
13. **New Business, Notices and Announcements**
14. **Confirming By-Law 27-2015**
15. **Adjournment**

**Minutes of the Meeting of the
Council of the Corporation of the Town of Ajax
Held in the Council Chambers of the Town Hall on
Monday, February 23, 2015 at 7:00 p.m.**

***Alternative formats available upon request by contacting:
sarah.moore@ajax.ca or 905-619-2529 ext. 3347***

Present:	Mayor	- S. Parish
	Regional Councillors	- S. Collier
		- C. Jordan
	Councillors	- M. Crawford
		- R. Ashby
		- J. Dies
		- P. Brown

1. Call to Order

Mayor Parish called the meeting to order at 7:00 p.m.

2. Disclosure of Pecuniary Interest

There were no disclosures of pecuniary interests.

3. Adoption of Minutes

Moved by: S. Collier
Seconded by: P. Brown

That the Minutes of the special meeting of Council held on February 5, 2015 be adopted.
CARRIED

Moved by: P. Brown
Seconded by: R. Ashby

That the Minutes of the regular meeting of Council held on February 9, 2015 be adopted.
CARRIED

4. Delegation and Petitions/Public Hearings

4.1 United Nations International Week for Women, March 8th-14th, 2015. The United Nations International Day for the Elimination of Racial Discrimination, March 21st, 2015.

Yalda Baghaei, and Abteen Moslehi from the Baha'i Community of Ajax, delivered a presentation highlighting the history and purpose of the UN International Week for Women and the UN International Day of the Elimination of Racial Discrimination. Members of Council were invited to take part in various events including a Peace and Harmony Concert on March 6. On behalf of Council, Mayor Parish issued proclamations for the two events to Ms. Baghaei and Mr. Moslehi.

4.2 Bowl for Kid's Sake – Big Brothers and Big Sisters of Ajax/Pickering

Melanie Stewart, Executive Director, highlighted the goals of the Big Brothers and Big Sisters organization, and overviewed the various programs that it offers. Information was provided on the upcoming "Bowl for Kid's Sake" event in late March, and Council members were commended for their commitment to attend. On behalf of Council, Mayor Parish issued a proclamation to Ms. Stewart for this event.

4.3 Changes to Canada Post Home Delivery Service

Leona Barrington, Government Relations Advisor, presented in respect to the forthcoming phasing-out of door-to-door delivery by Canada Post. Canada Post's Five-Point Action Plan was overviewed, as well as some ways in which Ajax may be impacted by the introduction of new community mailboxes (CMBs) in established communities. Ms. Barrington suggested several options that Ajax Council could pursue in terms of sending letters from the Mayor to Canada Post to communicate the position of the Town.

Members of Council expressed great concern around maintenance and litter control in the areas surrounding CMBs. Other concerns included snow and graffiti removal, and the placement of new CMBs in established neighbourhoods; particularly, whether new CMBs would create safety concerns in public areas such as parks in terms of low lighting, traffic congestion, parking limitations, etc. Potential options for addressing these issues in partnership with the Region of Durham and/or Canada Post were discussed. Members inquired about the potential for the Town to recover the costs of maintaining areas around CMBs through PILs or other sources.

Members of Council concluded that they required a deeper analysis of the expected impacts of Canada Post's proposed plans in order to determine the town's official position and identify its primary areas of concern and focus going forward.

Moved by: C. Jordan
Seconded by: P. Brown

1. That the item be referred back to staff with direction to conduct a full analysis on matters including the placement of CMBs in established neighbourhoods, implications on lighting requirements, liability, parking infringement, maintenance, and associated costs, as well as options for the Town to recover costs associated with this project through PILs or other methods; and

2. That following this analysis, staff bring forward a report with a formal recommended resolution for Council's consideration.

CARRIED

5. Correspondence

None

6. Reports

6.1 Community Affairs & Planning Committee Report

Moved by: J. Dies
Seconded by: S. Collier

That the Community Affairs & Planning Committee Report dated February 17, 2015 be adopted.

CARRIED

6.2 General Government Committee Report

Mayor Parish noted that this report had been circulated separately from the agenda.

Moved by: M. Crawford
Seconded by: J. Dies

That the General Government Committee Report dated February 19, 2015, be adopted.

CARRIED

6.3 Advisory Committee Reports

None

6.4 Departmental Reports

None

7. Regional Councillors' Reports

The Regional Councillors provided various updates on matters before Regional Council and its committees.

Moved by: M. Crawford
Seconded by: P. Brown

That the Regional Councillor's Reports dated February 23, 2015 be received for information.

CARRIED

8. Business Arising from Notice of Motion

None

9. By-laws

Moved by: S. Collier
Seconded by: R. Ashby

That By-law number 20-2015 be read a first, second and third time and passed.

CARRIED

10. Notice of Motion

None

11. Other Business

None

12. Question Period

None

13. New Business - Notices & Announcements

None.

14. Confirming By-Law

Moved by: P. Brown
Seconded by: S. Collier

That By-law number 21-2015 being a by-law to confirm the proceedings of the Council of the Corporation of the Town of Ajax at its regular meeting held on February 23, 2015 be read a first, second and third time and passed.

CARRIED

15. Adjournment

Moved by: R. Ashby
Seconded by: C. Jordan

That the February 23, 2015 meeting of the Council of the Town of Ajax be adjourned. (8:00 p.m.)

CARRIED

Mayor

D-Clerk

TOWN OF AJAX REPORT TO COUNCIL



TO: Mayor and Members of Council

FROM: M. de Rond, Clerk

DATE: March 9, 2015

SUBJECT: Items of Correspondence

The following items of correspondence are attached for Council's information:

- i) **Town of Ajax:** Proclamations issued by the Mayor's Office 10
- ii) **Durham Region:** Growth Trends 11
- iii) **City of Quesnel:** Ride Across Canada 17
- iv) **Ontario Human Rights Commission:** Human Rights of All Community Members..... 19

M. de Rond
Clerk

MdR/lb



MEMO

TO: Mayor and Members of Council

FROM: Linsey Joseph

DEPARTMENT: Legislative and Information Services - Legislative Services

SUBJECT: PROCLAMATIONS ISSUED BY THE MAYOR'S OFFICE

DATE: March 9, 2015

The following Proclamations have been issued during the month of February 2015.

Name of Person/Group(s)	Title of Proclamation	Date(s) Proclaimed
Caribbean Organization of Ontario/Durham Caribbean Festival	Caribbean Week	June 5-12, 2015
Autism Ontario	*World Autism Awareness Day	April 2, 2015
PFLAG Durham Region	*International Day Against Homophobia/Transphobia	17-May-15
CIPH Ontario Region	World Plumbing Day	11-Mar-15
Baha'i Baha'i community of Ajax	The United Nations International Day and Week for Women	March 8-14, 2015
Baha'i Baha'i community of Ajax	The United Nations International Day for the Elimination of Racism	21-Mar-15
Association in Defence of the Wrongly Convicted	International Wrongful Conviction Day	October 2, 2014
Operation Lifesaver	Public-Rail Safety Week	April 27-May 3, 2015
Canadian Red Cross	*March is Red Cross Month	March 2015
Rotary Club of Ajax	Rotary Day in Ajax	March 28, 2015

Linsey Joseph
Legislative & Information Services
/CC* flag



February 23, 2015

The Regional
Municipality
of Durham

Planning and Economic
Development Department

Planning Division

605 ROSSLAND RD. E.
4TH FLOOR
PO BOX 623
WHITBY ON L1N 6A3
CANADA
905-668-7711
1-800-372-1102
Fax: 905-666-6208
Email: planning@durham.ca

www.durham.ca

A.L. Georgieff, MCIP, RPP
Commissioner of Planning
and Economic Development

Mr. M. de Rond
Clerk
Town of Ajax
65 Harwood Avenue South
Ajax, ON L1S 2H9

**Re: Monitoring of Growth Trends, File: D01-02-01
Commissioner's Report No. 2015-P-10**

Mr. de Rond, at their meeting held on February 17, 2015, the Durham Regional Planning & Economic Development Committee considered the above matter.

Enclosed for your information is a copy of Commissioner's Report No. 2015-P-10. Should you have any questions or wish to discuss the report, please contact Mike Blake, Planner at 905-668-7711 ext. 2549.

Yours truly,


Roger Saunders, MCIP, RPP
Director, Strategic Planning

RTS/mr

Encl.

c: See attached list

If this information is required in an accessible format, please contact
Planning Reception at 1-800-372-1102, extension 2551.



- c: R. Anderson, Chair, Durham Regional Police Services Board
M. Beckett, Director of Education, Durham District School Board
P. Pulla, Director of Education, Durham Catholic District School Board
W.R. Hick, Director of Education, Kawartha Pine Ridge District School Board
G. Hunter-Perreault, Direction de l'éducation, Conseil scolaire de district du Centre-Sud-Ouest
G. Reeves, Director of Education, Peterborough-Victoria-Northumberland & Clarington Catholic District School Board
R. Sirois, Directeur de l'éducation, Conseil scolaire de district catholique Centre-Sud
D. Hammons, Chief Executive Officer, Local Health Integration Network, Central East Division
M. Blake, Planner, Strategic Planning Branch



The Regional Municipality of Durham

To: The Planning & Economic Development Committee

From: Commissioner of Planning and Economic Development

Report No.: 2015-P-10

Date: February 17, 2015

SUBJECT:

Monitoring of Growth Trends, File: D01-02-01

RECOMMENDATION:

THAT Commissioner's Report No. 2015-P-10 be received for information.

REPORT:

1. PURPOSE

- 1.1 This report is the first of two biannual reports monitoring Growth Trends in Durham. It presents historical population and household data for the Region and local municipalities for the 2010 to 2014 period. The data is provided for the end of May, to correspond with the timing of a Census, and for December, calendar year-end. The population and household information presented in this report is intended for broader use in various planning studies and programs, as well as other Regional and agency initiatives.

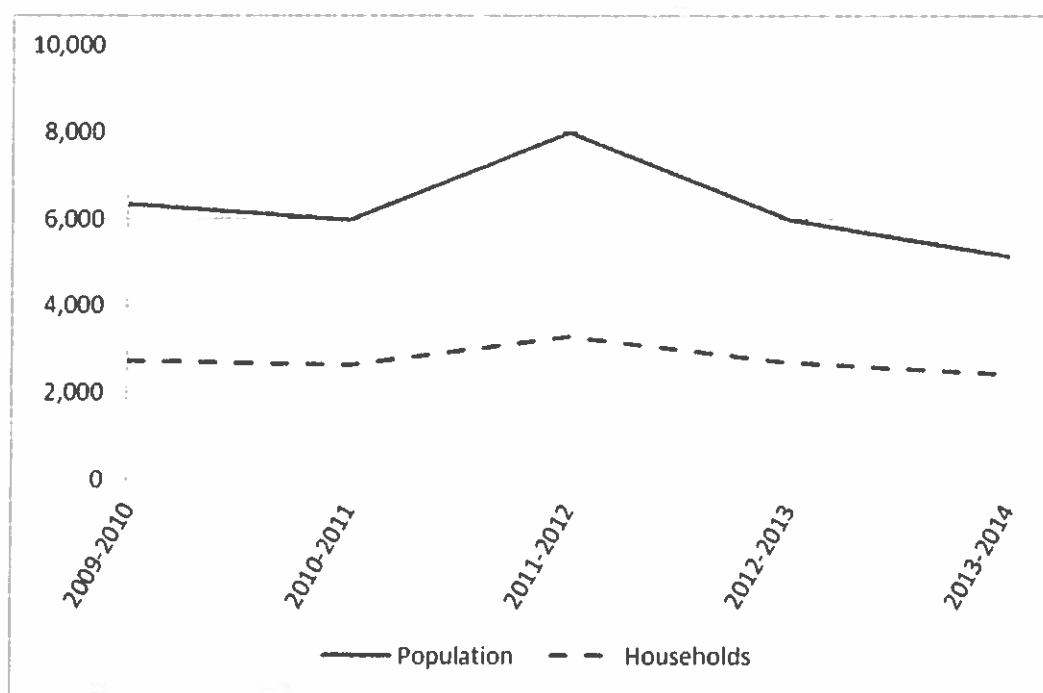
2. HISTORICAL POPULATION AND HOUSEHOLD ESTIMATES

- 2.1 The population and household estimates, presented in Attachment 1, are based on:
- Statistics Canada Census information for the 2006 and 2011 Census years, including an estimate for net undercoverage¹; and
 - Canada Mortgage and Housing Corporation (CMHC) monthly housing completion data for non-Census years.
- 2.2 The estimate of population and households at the end of 2014 are 656,055 and 223,810 respectively (refer to Attachment 1).

¹ Net undercoverage refers to the net population counts that are missed during the Census enumeration due to persons with no usual residence, incorrect questionnaires, missed dwellings, away from home, etc.

- 2.3 The annual population estimates indicate that the Region's year-end annual population growth has been relatively stable at around 6,000 persons per year, with the exception of the 2011 to 2012 period when growth was close to 8,000 persons and last year when growth dropped to around 5,000 persons (refer to Figure 1 and Attachment 1).
- 2.4 Consistent with the annual population growth, the household² estimates indicate that the Region's year-end household growth has also been relatively stable over the 2009 to 2014 period (refer to Figure 1 and Attachment 1).

Figure 1
Annual Change in Population and Households in Durham



² Note: "Households" are defined as occupied dwelling units (self-contained living premise with private entrance).

3. CONCLUSION

- 3.1 Planning & Economic Development Committee and Council will continue to be kept apprised of emerging population and household trends through regular updates of this information.
- 3.2 A copy of Commissioner's Report No. 2015-P-10 will be forwarded to the Area Municipalities, the Durham Regional Police Services, the Local Health Integration Network and the School Boards in Durham.



A.L. Georgieff, MCIP, RPP
Commissioner of Planning and Economic Development

- Attachment: 1. Semi-annual Population Estimates, 2010-2014 and Semi-annual Household Estimates, 2010-2014.

**Semi-annual Population Estimates, 2010-2014
(May and December)**

Population Estimates										
Year	Ajax	Brock	Clarington	Oshawa	Pickering	Scugog	Uxbridge	Whitby	Durham	
									Total	Change
2010 (May)	110,740	11,955	86,870	154,340	92,560	22,605	21,430	125,610	626,110	
(Dec)	113,005	11,835	87,650	155,435	92,525	22,585	21,475	126,425	630,940	6,340
2011 (May)	114,105	11,805	88,025	155,760	92,370	22,555	21,470	127,040	633,130	
(Dec)	114,830	11,780	89,030	156,610	92,340	22,510	21,510	128,310	636,915	5,980
2012 (May)	115,505	11,760	89,410	156,905	92,880	22,475	21,510	129,205	639,655	
(Dec)	117,120	11,730	90,680	157,290	93,955	22,445	21,545	130,145	644,910	7,990
2013 (May)	117,835	11,715	90,990	157,650	94,120	22,415	21,540	130,720	646,985	
(Dec)	118,860	11,685	91,930	158,625	94,510	22,380	21,550	131,360	650,895	5,985
2014 (May)	119,330	11,665	92,150	158,815	94,400	22,365	21,570	131,650	651,945	
(Dec)	120,540	11,640	93,170	159,690	94,710	22,345	21,615	132,345	656,055	5,160
Sources: Statistics Canada (Including Annual Demographic Statistics - May 2006 and 2011). CMHC monthly housing completions data. Durham Region Planning and Economic Development Department.										
Note: "May" denotes end of May; "Dec" denotes end of December (Year End).										

**Semi-annual Household Estimates, 2010-2014
(May and December)**

Household Estimates										
Year	Ajax	Brock	Clarington	Oshawa	Pickering	Scugog	Uxbridge	Whitby	Durham	
									Total	Change
2010 (May)	33,945	4,365	29,350	58,105	29,220	7,980	7,300	40,520	210,785	
(Dec)	34,675	4,335	29,695	58,610	29,310	7,995	7,335	40,805	212,760	2,735
2011 (May)	35,040	4,335	29,880	58,795	29,330	8,000	7,345	41,020	213,745	
(Dec)	35,295	4,340	30,305	59,210	29,420	8,005	7,375	41,455	215,410	2,650
2012 (May)	35,530	4,345	30,490	59,390	29,665	8,005	7,390	41,765	216,580	
(Dec)	36,065	4,350	31,010	59,625	30,110	8,015	7,420	42,090	218,690	3,280
2013 (May)	36,310	4,355	31,175	59,830	30,235	8,020	7,430	42,295	219,660	
(Dec)	36,660	4,360	31,585	60,295	30,465	8,030	7,450	42,525	221,380	2,690
2014 (May)	36,835	4,365	31,725	60,435	30,505	8,040	7,470	42,640	222,020	
(Dec)	37,245	4,370	32,165	60,865	30,710	8,055	7,505	42,890	223,810	2,430
Sources: Statistics Canada (May 2006 and 2011). CMHC monthly housing completions data. Durham Region Planning and Economic Development Department.										
Note: "May" denotes end of May; "Dec" denotes end of December (Year End).										



CITY OF QUESNEL

410 KINCHANT STREET
QUESNEL B.C V2J 7J5
PHONE: 250-992-2111
FAX: 250-992-2206

Town of Ajax
65 Harwood Avenue South
Ajax, ON
L1S 2H9

February 19, 2015

To Mayor Parish and Council,

This year the **Communities for Veterans Foundation** will be launching a **Ride Across Canada** fundraiser to raise the profile of the veterans in our communities and raise awareness of the unique challenges they face. Paul Nichols, a Canadian veteran of the UN mission in the former Yugoslavia, and his wife Terry will be joined by over 700 veterans who will accompany them for portions of this cross-country horseback journey to raise the awareness of veterans issues in our communities.

Ride Across Canada will be visiting communities across our country and will host fundraising events to support their journey and to raise money for veterans' services and programs. While Paul and Terri reside in Quesnel, they will start their cross-Canada journey in Victoria, B.C. on April 11th -- 2015, stopping in your community along the way -- and will reach St. John's, NL in the first weeks of November.

Paul and Terri want to make sure that the communities they will be stopping in are aware of what they are doing, and are asking for information about any regulations and route suggestions they should know about prior to arriving. As well, they have asked that any permitting requirements either be waived or provided free of charge in support of their effort to help our veterans. The City of Quesnel is asking that your community support their effort by providing this assistance in a timely manner and by participating in their journey. Would you please ask your staff to forward to our contact person (see below) the following information:

- any bylaws or policies that may impinge on this group riding horses in through your community,
- any permit documents they will need to complete in advance of their arrival,
- any permitting fees that may be required, and
- your willingness to waive these fees for this ride in support of veterans.



More information about the Ride Across Canada can be found on the Communities for Veterans Foundation website (<http://www.communitiesforveterans.com/>) or on their Facebook page. If you have any questions about the City's request, please contact Gerald Pinchbeck, Local Government Management Intern at 250-992-2111 or gpinchbeck@quesnel.ca. If you have any questions about the Ride Across Canada, or any route suggestions, please contact Terry Nichols at 250-991-2463 or by email at communitiesforveterans@gmail.com.

I thank you for your consideration of and timely response to this request.

Mayor Simpson
City of Quesnel



VIA Email

February 26, 2015

Dear Colleagues,

**Re: Applying a human rights lens in zoning, licensing and
municipal decision-making**

As new and returning mayors, councillors and elected officials, you play a central role in ensuring that municipal processes and decisions respect the human rights of all community members. The Ontario Human Rights Commission (OHRC) has worked for several years with governments, experts and community partners to increase human rights compliance in housing, land use and licensing. I'm writing to share some positive developments in these areas, and to point out some OHRC resources that can help you make your community more inclusive.

In 2014, Toronto and Smiths Falls removed minimum separation distance (MSD) and other zoning restrictions for group homes, as part of human rights settlements with the Dream Team, a mental health consumer-survivor group. This follows similar moves by Sarnia in 2011 and Kitchener in 2012. In each case, there was no planning justification for MSDs. In fact, Toronto's own external planning expert recommended they be removed because they contravened the *Human Rights Code*.

Over the past few years, several other municipalities have recognized their human rights obligations by preventing or removing zoning, licensing and other barriers to housing and services (such as methadone clinics) that are needed by *Code*-identified groups.

The Ministry of Municipal Affairs and Housing has also reinforced the requirement to meet *Human Rights Code* obligations in municipal work by adding human rights language to two key resources:

- Section 3 of the *Municipal Councillor's Guide 2014* [www.mah.gov.on.ca/AssetFactory.aspx?did=4965] now refers to *Code* protections
- Section 4.6 of the 2014 Provincial Policy Statement under the *Planning Act* [www.mah.gov.on.ca/Page10679.aspx] now states that the PPS shall be implemented in a way that is consistent with the *Code* and the *Charter of Rights and Freedoms*.

Also in 2014, several Ontario planning schools and organizations added human rights content to courses and ongoing professional education. We continue to work with them to ensure that new graduates and practicing planners incorporate human rights principles in their work.

The OHRC provides several tools to help elected officials, staff and advocates improve human rights in housing, planning, licensing and other municipal decisions.

- Our municipal guides, *In the zone: Housing, human rights and municipal planning* [www.ohrc.on.ca/en/zone-housing-human-rights-and-municipal-planning]; and *Room for everyone: human rights and rental housing licensing* [www.ohrc.on.ca/en/room-everyone-human-rights-and-rental-housing-licensing] identify human rights risks and best practices in zoning and licensing.
- Our *Neighbourhood housing tip sheet* [www.ohrc.on.ca/en/neighbourhood-housing-tip-sheet-fact-sheet] offers suggestions for responding to community concerns about affordable supportive and rental housing, including discriminatory opposition that is based on stereotypes, assumptions and misinformation about people or the impact on the neighbourhood.
- Municipalities can also spread the message about human rights in housing by sharing our landlord and tenant brochures, fact sheet on fair rental housing ads, and *Policy on human rights and rental housing* with community members and organizations.

These publications are available in both English and French on our website at www.ohrc.on.ca/en/social_areas/housing. To order printed copies, email us at communications@ohrc.on.ca.

Municipalities are the level of government that is closest to the daily lives of people across Ontario. The decisions you make can have an immediate impact on the human rights of your residents. I challenge you to look at your planning, bylaws and decision-making processes, and to apply a human rights lens to help your neighbourhoods and communities be supportive, welcoming places for everyone to call home.

If you would like more information on human rights, municipal decision-making and housing, please contact Jacquelin Pegg at 416-326-9863 or via email at jacquelin.pegg@ohrc.on.ca.

Yours truly,



Barbara Hall, B.A., LL.B., Ph.D. (hon.)
Chief Commissioner

TOWN OF AJAX REPORT



REPORT TO: Council

SUBMITTED BY: Paul Allore, Director of Planning & Development Services

PREPARED BY: Lisa Hausz, Manager of Business Development & Marketing

SUBJECT: Economic Development & Tourism Strategy Update

WARD(S): All

DATE OF MEETING: March 9, 2015

REFERENCE:

GGC Report November 9, 2009
GGC Report June 28, 2010
Council Report June 13, 2011
GGC Report February 9, 2012
Council Report April 8, 2013
Council Report April 14, 2014
Community Action Plan (2011-2014)
Economic Development & Tourism Strategy (2010-2020)

RECOMMENDATION:

That the Town of Ajax Economic Development & Tourism Strategy Update be received for information.

BACKGROUND:

Through extensive collaboration and research, the Town of Ajax 10-year Economic Development Strategy was developed and subsequently approved by Council in June 2010. Through the development of the strategy, it was recognized that the Town is uniquely positioned to identify businesses that are looking to start or expand, and to provide assistance and direction to help them succeed. The *Economic Development & Tourism Strategy Update* report outlines specific actions, and provides highlights of the various results from the plan.

Since the launch of the Economic Development & Tourism, the focus on business retention and expansion has resulted in the addition of nearly 2840 new jobs to Ajax. Several accomplishments related to job creation can be noted as a direct result of continuous improvement in providing direct assistance to existing businesses. Business expansion has been the key driver for employment growth from 2010 through 2014. Inherent in the ongoing focus on retention and expansion are key objectives in building awareness of the opportunities for new business, increased communication of business success in all sectors within Ajax, and continued support for new and existing small businesses.

DISCUSSION:

The Economic Development & Tourism Strategy lays out a bold direction, specifically highlighting key findings, goals and actions that suggest a grassroots approach to economic development. Extensive connection with the existing business community will provide the organic growth while also producing a sustainable differentiation for investment attraction through identifiable on-going business support initiatives.

The Economic Development & Tourism Strategy outlines **six key goals** and identifies various initiatives related to each goal. Many of these initiatives were immediately implemented upon Council adoption of the strategy.

Six Key Focus Areas from the Economic Development & Tourism Strategy:

1. Targeted Investment Attraction
2. Leverage of Regional Assets
3. Business Retention & Expansion
4. Creating 'Places'
5. Creative Industries Development
6. Marketing & Promotion

2010-2014 Summary of Results

The time horizon for the Strategy is ten years, however many of the initiatives were designed to be implemented in the first five to seven years. An important consideration in determining the Town's focus was the projected growth of key sectors at both the provincial and local level as well as emerging trends that will shape the industry in the future. A further consideration was the need to identify where economic development activities should involve investment attraction or retention and expansion efforts to ensure their long term sustainability and viability. (Please refer to Appendix A: Detailed Summary of Strategy Results, and Appendix B: Economic Development & Tourism Strategy Implementation Update for a full list of initiatives.)

Key sectors identified include:

- Business & IT Services
- Healthcare & Human/Social Services
- Manufacturing
- Tourism

Objective: Enhance the conditions for job growth in key employment sectors by attracting and retaining businesses with supportive programs, strengthening relationships and protecting and promoting employment lands.

Summary of 2014 Results:

Category	Description
Jobs	<p>OnTrack Ajax 2015 jobs by 2015 – exceeded objectives with over 2840 jobs.</p> <ul style="list-style-type: none"> • 2010: ~ 540 jobs added (primarily manufacturing positions) • 2011: ~ 350 jobs added (primarily in Manufacturing and Business & IT) • 2012: ~ 700 jobs added and retained (primarily in Health and Business & IT) • 2013: ~ 850 jobs to be added and retained (Healthcare, Business and Professional Services and Tourism) • 2014: ~ 400 jobs added and retained (Healthcare, Business and Professional Services and Tourism) <ul style="list-style-type: none"> • Website: www.ontrackajax.ca • New editions to the Video series of investment projects contributing to jobs
Investment/New Business Inquiries	<ul style="list-style-type: none"> • New Inquiries for 2014: 18 (all sources) • New Business: 6 • Expanded: 4 • Retention: 3 • Official Grand Openings: 15
Awards & Recognition	<ul style="list-style-type: none"> • <i>Economic Developers Council of Ontario Marketing Award</i> – Best Strategic Plans & Initiatives - PriorityPATH • <i>Canada's Best 2 Invest Location 2014</i> - 'Top Economic Development Group'
Partnerships	<p>Local partners included: Business Advisory Centre Durham, Ajax-Pickering Board of Trade, Search Engine People, Kleurvision, WordSmith Media, RBC Downtown Ajax, B2B Sales Connections, CDCD, Ajax Library, Ajax Recreation & Culture Team, Share The Road Coalition, Durham Tourism, Ontario Welcome Cyclists, SPARK Centre, Durham Immigration Portal and Service Ontario and community service providers.</p>

Competitive Ready Recommendations

In 2012 Ajax was awarded the 1st Competitive Ready designation in Canada. Along with being recognized as a municipality that is “doing everything right...at the same time”, the Competitive Ready designation provided a detailed recommendation list for continuous improvement. In 2014, many of the recommendations were continued and improved including:

- Updating and integrating new features into the www.AjaxFirstforBusiness.ca website
- Collecting key data and updating existing data required for investment attraction
- Updating and generating mapping required for generating inquiries for investment

- Successfully completing the Province's first 'Certified Site' program, Priority *PROPERTY*
- Preparing and drafting 'Request for Information' templates and process for speed in response to inquiries

The Competitive Ready designation will be realized over the long-term, however many short-term wins began in early 2013, continued into 2014 and anticipating more for 2015.

One of the first early results is the \$50 million investment and 250 jobs to be created by the Lifetime Athletic development. This development broke ground in early 2014 and will be open to members in 2015. The ground-breaking video can be found on www.OnTrackAjax.ca.



Several strategies and actions outlined in the Competitive Ready recommendations provided the background and basis for Ajax being recognized as one of the nation's economic development leaders. The Town of Ajax was recognized by Site Selection Magazine as the Top Economic Development group in Canada, and named one of Canada's Best Places to Invest (Best 2 Invest) for 2014. Top reasons for the recognition include:

- Projects with regional impact
- Ability to generate partnerships
- Proactive initiatives
- Implementation of innovative programs
- Quality of economic information on the economic development website

PriorityPATH PriorityPATH is a streamlined municipal process to assist businesses with expansion. This process joins Planning, Building and Business Development teams to help businesses navigate the site plan approval process. PriorityPATH was a key influence in being able to facilitate the first PriorityPATH Intact Insurance expansion that resulting in 40,000 sq.ft. expansion, including 200 retained jobs and an additional 200 jobs added. In 2014, PriorityPATH was recognized with the *Economic Developers Council of Ontario Marketing Award – Best Strategic Plans & Initiatives*.

Ajax Business Network

Throughout 2014, the Ajax Business team engaged the local area business community in a number of ways, including the Ajax Business Network events. Several of the events included information and engagement around the excitement of the Pan Am Games including the One-Year Countdown event and the Pan Am Supplier Information Session. To wrap up the year, the Business Development team hosted 'Entrepreneurs Unplugged' a frank and fun panel discussion by leading local businesses.

Tourism as an Economic Sector

Tourism is one of the fastest growing sectors in Ontario, specifically in sport tourism, culinary tourism and culture-related tourism. The Town of Ajax recognized tourism as a key sector in 2010 with the launch of the Economic Development and Tourism Strategy. Since then, several actions, from all town departments, have been taken to help position Ajax to be able to take advantage of the growing sector. Some of the actions include:

- Significant investment in Pickering Village in Ajax to improve utilities, roads and streetscapes, including a new urban square, with the intention of inviting more awareness to the Village.
- Support and promotion of businesses in Pickering Village in Ajax to draw visitors and economic activity to the area. Several businesses became part of the award-winning Ajax Welcome Cyclists Network.
- Ajax as a leader in cycling advocacy puts Ajax on the list for speaking engagements, presentations and panel discussion participants that all raise awareness of Ajax as a cycling destination.
- Designated as one of the first municipalities in Ontario as a Bicycle Friendly Community.
- Waterfront events, signage, water quality improvement and sustainability strategies to enhance and preserve the longest, publically owned waterfront in the GTA.
- Secured the TO2015 Pan Am Men's and Women's Baseball and Softball events for July 2015, with objectives to leverage the games to attract future tourism investment.
- Created several videos depicting the many facets of Ajax: Sustainable Ajax, Talk Ajax, Ajax in Bloom, Pickering Village Heritage Conservation District Video Series, Welcome Cyclists video series, OnTrack Ajax video series, Youth video series, Environment series, and most recently the 'You're Invited' Ajax video with Ajax song created, produced and performed by Jessica Tyler.
- Facilitated film productions including the latest Tim Horton's *Roll Up the Rim* commercials featuring Ajax – Pickering Village Arena, Old Kingston Road in Pickering Village and Ajax Bowling in Downtown Ajax.
- Support for local and regional events held in Ajax including: Art of Transition, 5th Annual Writer's Guild, Canada's Junior Chamber, Annual Business Excellence Awards.
- Facilitated the development of Homewood Suites (a tourism 'product') that created 60 jobs and together with the Hilton Garden Inn, contributes over \$3 million, directly and indirectly, annually to the Ajax economy. This contribution includes salaries, taxes and local economic spend by visitors to Ajax.
- Participation in and promotion in partnership with the Region of Durham Tourism, Sport Durham and the Province of Ontario, through Central Counties Tourism, helped to contribute to attracting visitors to Ajax. 2014 included early stage development of a large cycling event scheduled for summer 2015 and the investigation into hosting opportunities including: Provincial Coaches Conference, International Softball Championships, and cycling events.

FINANCIAL IMPLICATIONS:

Many of the actions build on current activities and strategies of the Business Development & Marketing staff. As the implementation of the strategy progresses, staff will bring forward funding recommendations through the Town's annual budgeting process.

COMMUNICATION ISSUES:

Staff intend to annually present updates and specific recommendations of actions and deliverables for Council concurrence and direction. This will ensure that the actions are in line with the objectives and goals and that the deliverables are regularly communicated. Announcements and updates throughout the year will be communicated through a variety of means including: Ajax websites, social media, and the *Ajax Today* periodical.

CONCLUSION:

Connecting to the Community Action Plan, several Business Development & Tourism accomplishments can be noted as a direct result in continuous improvement in providing direct assistance to existing businesses. Business retention and expansion (BRE) has been the key driver for employment growth from 2010 through 2014, resulting in over 2840 jobs added to the local economy, and contributing to Ajax's international recognition as Best to Invest Location in Canada.

For 2015, the primary focus of the Business Development office will be continued focus on assistance to existing businesses, while leveraging their success to attract more investment, including promotion of businesses during the Toronto 2015 Pan Am and Para Pan Am games, and the launch of a Youth Entrepreneur and Employment pilot program. Inherent in the ongoing focus on retention and expansion are key objectives in building awareness of the opportunities for new business, increased communication of business success in all sectors within Ajax, and continued support for new and existing small businesses.

It is recommended that Council receive this update report for information.

Lisa Hausz, Manager, Business Development and Marketing


Paul Allore, Director, Planning and Development Services



Ajax Economic Development - Business Development &

Marketing Recap

Methodology: Build Relationships; Promote businesses in Ajax; Attract more; Repeat.

Year	Major Activities	Description	Results
2010			
	Business Retention and Expansion (BRE) program update 	A refresh of the First for Business brand included a reorganization of the BRE program including a targeted Corporate Calling process.	'Critical Business Partner Award ' for the 'First for Business Corporate Calling Program' by Synchronist and Blane Canada Ltd.
	Economic Development & Tourism Strategy approved by Council	New 10-year EcD & Tourism Strategy that would replace the outdated strategy. The previous strategy was to take the Town through 2010 with a focus on automotive. The recession that began in 2008, and hit Ajax harder in 2009 drove the need to start the strategy one year ahead of time with a focus on retention.	Links to: Economic Development & Tourism Strategy Economic Development & Tourism Strategy Update (recap of 2013 –presentation to Council)

Restructure of the Ajax Business Network



The Ajax Business Network is a Town program that offers networking and education opportunities for local businesses. Quarterly events are held at Town Hall to provide specific in-demand information.

Many Ajax Business Network events are in partnership with the Ajax Pickering Board of Trade. The Board of Trade is a key partner in business advocacy, providing a key link to the voice of business.

www.APBoardofTrade.com

The Ajax Business Network (ABN) participation had grown over 100% since the restructure with over 60 local businesses participating on a quarterly basis. The ABN is now a key resource for the Town to connect and engage the local business community.

Link to:

[Ajax Business Network page](#) on the Ajax Business website.

[SocialU - Ajax Business Network](#)

2011

Launch of PriorityPath

PriorityPATH

Identified in the Economic Development & Tourism Strategy was the development of a VIP process for business investment. Through collaboration with Planning & Development teams, PriorityPath was created to streamline business investment by providing assistance through the municipal approvals process.

Recognized as an industry 'Best Practice' by both Competitive Ready evaluation and ISO auditing team, PriorityPath was the catalyst for over \$50 million private capital investment in Ajax.

See video for details:

[OnTrackAjax – Intact Insurance Update](#)

Link to:

[PriorityPath brochure](#)

Development of a **Business Guide to Planning and Development**

Through the creation of PriorityPath, the guidebook was designed to provide businesses with a roadmap of the municipal planning process with key definitions and explanations along with a first point of contact.

Link to:
[The Business Guide to Planning & Development](#)

Develop **Lead Management** process for investment and continued improving the First for Business Corporate Calling Program.

A lead management process was developed to provide staff with a guide to documenting investment inquiries. Most investment has been through retention and expansion of existing businesses. The Ajax First for Business Corporate Calling Program is key to identifying and assisting businesses in their expansion efforts.

Business Retention & Expansion International **Award** for the 'First for Business Corporate Calling Program' by BREI.

Named '**The Americas Top 10 Micro-City of the Future**' in three categories: Cost Effectiveness, Infrastructure and Economic Potential



2012

Launch websites:



The launch of two websites for Economic Development included a dedicated business website and a dedicated tourism website. Both serve different audiences, providing links, news and details to businesses, visitors and residents.

www.AjaxFirstforBusiness.ca and www.VisitAjax.ca

Launch Welcome Cyclists program



In efforts to promote tourism and tourism assets, along with a focus on cycling tourism, the Ajax Welcome Cyclists Network was launched.

Starting with 10 locations, the network quickly grew to 20 locations, putting Ajax literally on the Durham Cycling Map.

The Ajax Welcome Cyclists Network program won the Economic Developers Council of Ontario's **Marketing Award** for Tourism Programming.

Bicycle Friendly Designation



The Town applied for the Share the Road's Bicycle Friendly Designation that identifies key municipalities that are working toward making safe routes for cyclists.

Ajax was recognized as one of the first four municipalities in Ontario to receive the designation, and the first in Durham Region.

Complete **Competitive Ready** designation process



The Town applied for a Competitive Ready designation that included an exhaustive evaluation.

Over 175 factors were audited, falling into 10 categories. Ajax earned its highest scores in physical infrastructure, organizational effectiveness, sustainable practices, real estate, and business climate.

Ajax is the first municipality in Canada to be awarded the designation. It enables staff to quickly and efficiently respond to investment inquiries.

The \$50 million investment by Lifetime Athletic Ajax is the first project as a result of the capabilities from [Competitive Ready](#).

Re-design and format of the **Planning and Development Annual Report**



The Economic Development & Tourism Strategy recommended that Economic Development be incorporated into the Planning & Development Annual Report. Through that process, in 2012 the report was refreshed and updated to reflect how the entire department is connected to produce results.

Links to P&D Annual Reports:

[2013 Ajax Planning and Development Annual Report \(pdf\)](#)

[2012 Ajax Planning and Development Annual Report \(pdf\)](#) NEW FORMAT!

[2011 Ajax Planning and Development Annual Report \(pdf\)](#)

[2011 Ajax Planning and Development Annual Report \(presentation\)](#)

[2010 Ajax Planning and Development Annual Report \(pdf\)](#)

2013



The Economic Development & Tourism Strategy recommended a program to promote business news, expansions, new investment and job creation. OnTrackAjax.ca was launched in mid-2012, with video launches in 2013, to provide one location for updates and videos of business investment. The campaign runs through 2015.

www.OnTrackAjax.ca
[OnTrack Ajax Launch](#)
[OnTrack Ajax - MA Stewart & Sons](#)
[OnTrack Ajax - Homewood Suites](#)
[OnTrack Ajax - IL Fornello](#)
[OnTrack Ajax - Intact Insurance - Part I](#)
[OnTrack Ajax - Intact Insurance - Part II](#)
[OnTrack Ajax - Elmstone \(SureFit\)](#)
[OnTrack Ajax – Endras Infnit](#)
[OnTrack Ajax – Homewood Suites Grand Opening](#)

Ajax Physician Recruitment

A key sector in Ajax is Healthcare and Human Service. In 2013, Council endorsed the Ajax Physician Recruitment program

Links to:
[Ajax Healthcare web page](#)



designed to attract and assist physicians in Ajax.

Downtown Ajax Initiatives



Launch of Downtown Ajax – including the promotion of VISION (Medallion) and the announcement of Grand Harwood Place – both involved the collaboration between Corporate Communications, Planning and Economic Development.

www.theNewDowntownAjax.com

2014

PriorityProperty – Certified Site designation process

Priority*PROPERTY*[™]

PriorityProperty is the first municipal certified site program in Ontario. It identifies properties that have specific details and qualifications to ensure that it is “shovel ready” for investors.

Recognized as the first certified site program in Ontario.

Site Selection Magazine



Site Selection Magazine is a leading publication for the investment industry. Annually, the magazine features leading municipalities across the globe that are deemed ‘best to invest’.

Ajax is listed as part of Canada’s Top 10 Economic Development groups in the nation.

[News Release](#)
[Site Selection Report](#)



Economic Development Council of Ontario’s 2014 Marketing Awards – Best Strategic Plans and Initiatives awarded to the Town of Ajax for

Priority*PATH*[®]

[News Release](#)

Implementation Matrix

Town of Ajax Economic Development + Tourism Strategy

GOAL 1

Targeted Investment Attraction: The Town of Ajax will be strategic in its approach to economic growth by engaging with the development community, business, regional stakeholders and senior levels of government in the attraction of business and investment in its target sectors.

Actions	Role	Start Year	Activities
1.1 Ensure a business climate that is understandable, predictable, stable, timely and customer-driven.	Lead and Partner with Planning	2010	<ul style="list-style-type: none"> ~ Corporate Calling program continues with regular visits to local businesses ~ Proposed the development of a formal Business Advisory Committee (2010) ~ PriorityPath process development (2010) and launch (2011). Promotion of PriorityPath part of new website and employment lands marketing plans for launch in Fall 2011 ~ Continue to participate on Pre-Consultation process and implementation of PriorityPath ~ First full project through PriorityPath (Intact Insurance) results in 200 retained jobs and 200 additional jobs (Business and Professional Services Sector) (2013) ~ Development and launch of the Ajax Physician Recruitment Program to attract and support physicians and specialists. ~ 2014 EDCO Marketing Award - PriorityPATH
1.2 Enhance the Town's current Business Retention & Expansion function.	Lead	2010	<ul style="list-style-type: none"> ~ Corporate Calling program continues with regular visits to local businesses ~ Proposed the development of a formal Business Advisory Committee (2010) - postponed until 2015 ~ Ajax Business Network programming increases attendance (2010, 2011, 2012, 2013) ~ RetailMakover Event for Retailers (2010) ~ HST events for businesses (2010) ~ Collaboration with Library Services as portal for information and support ~ "Critical Partner Award for BR+E (2010) ~ "BR+E International Award" for 'First for Business Corporate Calling Program (2011) ~ Social Marketing Workshops for Business: A series of 10 workshops in 2011 for all local businesses. Partnership with Library and local businesses. ~ 'Social U' Social Marketing Workshop for businesses at St. Francis Centre - day long lecture style event ~ 2014 EDCO Marketing Award - Strategic Plans & Initiatives - PriorityPATH ~ Launched Ontario's first 'certified site' program - PriorityPROPERTY
1.3 Implement a formalized, software-based corporate calling program.	Lead	2010- Primary module 2011- Opportunity Mgmt. Module 2011-CRTS module 2015 - Software review/update	<ul style="list-style-type: none"> ~ Synchronist software implemented ~ 2010 over 100 businesses profiled and entered ~ 2010 EcD receives 'Critical Business Partner' award for 'challenging the status quo' in business retention. ~ 2011 Implementation of CRTS - modules 2&3
1.4 Build value propositions focused on existing and emerging sectors: Business + Information technology Services, Health Care Services, Wholesale Trade, Sustainable Energy and Technology Based Manufacturing and Tourism - build on a hub and spoke model to demonstrate Ajax's position in broader regional and GTA economy.	Lead	2012	<ul style="list-style-type: none"> ~ Development of value proposition statement for each target sector (tourism excluded) ~ Development and implementation of Investment Packages that can be tailored to sector and inquiry ~ Applied and was awarded the 'Competitive Ready' designation - the first municipality in Canada to be awarded the designation.

1.5 Promote target sector investment for Ajax's six employment areas.	Lead	2010	<ul style="list-style-type: none"> ~ Definition and promotion of areas: Ajax Today (Dec. 2010); Council packages (2010) ~ Ward maps of employment lands developed to highlight areas ~ Development of 'value propositions' for each employment area (2011) ~ Eight company profiles completed as 'testimonials' in various target sectors ~ Part of Capital Project initiative with 6.1, 6.3 and 1.4 ~ Maps and messaging created; launched to market by end of 2012 ~ New Ajax Street Map updated with Employment Lands info ~ Durham Business Times articles about 'Get to know the Employment Lands' ~ Update of Ajax Street Map (2012) that features the employment areas and current companies located in each area ~ Promotion and mapping of employment areas highlighted on the www.ajaxfirstforbusiness.ca website. ~ Inclusion of specific employment areas in response to investment inquiries. ~ Launched Ontario's first 'certified site' program - PriorityPROPERTY
1.6 Initiate a town-wide Community Improvement Plan that includes provisions for attracting investment to the Central Employment Area. Explore the use of tax increment financing (TIF) or tax increment equivalent grants (TIEG) with stakeholders as a way to spur the redevelopment of this employment area.	Partner with Planning	2015	<ul style="list-style-type: none"> ~ Working with Planning & Development staff as part of two projects launched in 2015: Development Permit System and Zoning By-Law Review.
1.7 Continue to pursue the redevelopment of Ajax Steam Plant into a modern district energy facility as a way to spur the redevelopment of the Central Employment Area into more of a prestige employment area that is compatible with the vision for the Downtown.	Partner with Planning & Communications	2011	<ul style="list-style-type: none"> ~ Working with Corporate Communications and P&D on strategic promotion of site ~ Connecting Region of Durham and OMAFRA on project promotion and awareness ~ Continuing to monitor progress; promotion/support of local engineering firm contracted by Index to hire locally ~ Promotion of key milestones (i.e., demo permits, building permits, press releases, etc.) ~ Continued status promotion; photos and short video ~ Scheduling Official Grand Opening in 2015
1.8 Assess the feasibility of developing an entertainment and recreation node on the employment lands located at Kingston Road and Audley Road.	Partner with Planning; Region; Landowner	2014	<ul style="list-style-type: none"> ~ Area identified in Tourism Attraction Plan (2013) ~ Future studies in 2015
1.9 Continue to enhance the existing inventory of industrial properties, integrating a broader range of online GIS capabilities to map and detail Ajax' industrial and commercial inventory.	Lead	2011	<ul style="list-style-type: none"> ~ Further development and utilization of eSpaceListings software tool ~ Working with Developers on specific site promotion (i.e. Duffins Trail Business Centre; Perlane Medical Centre; Salem Business Park and Ajax Business Park) ~ Integration of eSpaceListings into new website (2012); graphically enhanced (2013); future enhancements (2014) ~ Updated business directory links in GIS mapping tool ~ Under review with Economic Development Software for 2016
1.10 Continue to advocate for improvements to local and regional transportation and transit infrastructure, particularly as it relates to the Town's employment areas, Downtown and linkages to existing regional transit hubs and the City of Toronto.	Partner with Planning	2012	<ul style="list-style-type: none"> Initiated through the Regional Cycling Plan; participation through the Durham Cycling Summit and EcD is part of the ongoing designation process of Bicycle Friendly Community. ~ Bicycle Friendly Designation (2011); entry signage of Bicycle Friendly designation (2012); Ajax Welcome Cyclists Network started (2011); Welcome Cyclists Network promotion - 20 destinations (2012); Ajax Welcome Cyclists Network awarded EDCO Marketing Award (2013); Welcome Cyclists Network featured on Region's Cycling Map (2013)
1.11 Investigate the feasibility of developing a public parking garage in Downtown to facilitate development.	Partner with Planning	2016	Future Initiative as needed per Downtown development projects emerge
1.12 Initiate discussions with the Region of Durham to promote, educate and accelerate the adoption of telework initiatives as a way to stop the outflow of commuters from the region and heighten the quality of life for residents of Ajax and Durham Region.	Facilitate	2011	<ul style="list-style-type: none"> ~ Several discussions regarding space for tele-work; shared space (2010-2014) ~ Ajax Business Centre and Suites scheduled to open in 2015 - telework facility ~ Key facility for the Youth Entrepreneur and Employment Pilot Program
1.13 Pursue opportunities to construct a telework facility in Ajax that will support local businesses and enable employees looking to work close to where they live to source local alternatives to traditional office and meeting space.	Lead	2010	<ul style="list-style-type: none"> ~ Attraction/lead generation work to attract operator of incubator/shared space facility in Downtown/Central area. ~ Ajax Business Centre and Suites scheduled to open in 2015 - telework facility

GOAL 2

Leverage Regional Assets: The Town of Ajax will leverage regional assets and opportunities to advance targeted business investment, peer to peer networking and innovation within its local business community.

Actions	Role	Start Year	Activities
2.1 Provide local business and industry with better information about the partnerships, programs and resources provided by the Ministry of Economic Development & Trade, UOIT and Durham College.	Partner	2010	<ul style="list-style-type: none"> ~ Building a database of collateral ~ Including UOIT/DC info in proposals ~ Introduction of industry to UOIT/DC ~ Member of the Greater Peterborough Durham Resource Alliance (GPDRA) - introduced companies to resources from the Alliance ~ Hotwash ~ Beyond Covers ~ GreenClub Inc.
2.2 Elevate the Town's involvement in the Region's energy cluster by continuing to promote and attract related investment to Ajax.	Lead and Partner with Region	2010	<ul style="list-style-type: none"> ~ Initiated and hosted informal solar roundtable with staff and industry (2010) ~ Initiated and host initial industry session with key players in Solar energy within Ajax (Region) (2010) ~ Participation on Board for DSEA; marketing committee participation ~ Short-listed for investment by two companies ~ Launch of OnTrack (2012) to highlight all investment, including Energy related ~ Lead in DSEA signature event - Manufacturers' Marketplace (2011) ~ Lead in DSEA Signature Event for Marketplace promoting Partners in Project Green (2012) ~ Leading municipality in supporting Durham Partners in Project Green (2012-2015)
2.3 Provide inter-sector and cross-sector discussion and networking opportunities for local and regional manufacturers.	Lead and Partner with Region	2010	<ul style="list-style-type: none"> ~ Participation in Regional Advanced Manufacturing sub-committee ~ Introduced business to Resource Alliance and Synergy Centre-Markham ~ Sponsorship/Participation with APBoT Manufacturer's events (2010-2012) ~ Steering Committee and Implementation team (DEDP) for iMiN portal (www.iminonline.com); manufacturers' 'facebook' to connect and collaborate with other manufacturers (Integrated Manufacturers' Innovation Network iMiN) ~ Continuous business content on iMiN through the Ajax EcD website ~ Promotion and support of Board of Trade, CME, Oshawa, Region's events dedicated to manufacturing (2012-2014)
2.4 Create stronger linkages with post-secondary institutions by understanding the capacity and capability of the UOIT.	Lead	2010	<ul style="list-style-type: none"> ~ Participation as member of the Greater Peterborough-Durham Resource Alliance ~ Including UOIT/DC info in proposals ~ Introduction of industry to UOIT/DC ~ Participation/introduction of businesses to ACE facility ~ Participation with UOIT/DC hosted industry delegations (Post-Globe; Atlantic Corridor Delegation; Chinese Delegation) (2011-2012) ~ Participation with Durham EcD Partnership (DEDP) with delegations and familiarization tours.

<p>2.5 Actively promote the range of business services, programs and seminars that are available to local entrepreneurs and start-up businesses.</p>	<p>Lead and Partner</p>	<p>2010</p>	<ul style="list-style-type: none"> ~ Regular updates of Small Business section of website ~ Resource package regularly updated ~ Increased participation in Ajax Business Network Meetings ~ Regular electronic newsletter ~ local advertising ~ Partnering with APBoT ~ Building relations with BDC, CIBC, Royal Bank, TD ~ Joint programming with Library Services ~ launch of new business site www.ajaxfirstforbusiness.ca with specific pages for business resources ~ enhanced Ajax Business Network events - based on ABN survey of business needs ~ launch of Ajax Business Network group on LinkedIn - January 2012 the group hit 100 members; July 2012 - 134 members; December 2013 205 members ~ launch of 3rd annual business survey (Aug 2012) ~ launch of new eNewsletter format (Aug. 2012) ~ Steering committee and Sponsor for Art of Transition - Innovation-Entrepreneurs focus for 2012 event- Ignite ~ Hosted BACD's International Women's Day Entrepreneur Event - over 75 women entrepreneurs attending the event. (2014) ~ Hosted and participated in 'Do It In Durham' as part of Global Entrepreneur Events (2014) ~ Sponsored and participated in region-wide entrepreneur competition - Ignite! (2013-2014) ~ Recongized by Site Selection Magazine as Canada's Best 2 Invest Communities, naming Ajax as the top Economic Development Group in country.
<p>2.6 Continue to advocate for strategic and collaborative tourism marketing efforts with the Region of Durham.</p>	<p>Lead and Partner with Tourism Durham</p>	<p>2010</p>	<ul style="list-style-type: none"> ~ Durham Discovery Guide (Annual) ~ Durham Tourism enewsletter submissions ~ Participation with new RTO development ~ Participation in AOT and other culture-related events ~ Leading 'Cycling Tourism' steering committee ~ Art of Transisition Steering Committee member ~ Lead on Cycling Tourism sub-committee ~ Review Stakeholder for Region's Sports Tourism Strategy ~ Participant in Region's Durham Tourism Summit held at Deer Creek (2013-2014) ~ Participation and sponsorship of Ontario Cycle Tourism Forum 2013 - Mayor Parish was a presenter; Ajax and Region Tourism sponsored event ~ Presenter at Ontario Tourism Summit presenting Tourism as an Economic Sector (2013) ~ Ajax representing Durham Economic Development Partnership on the Region's Sport Durham Sports Tourism Committee (2013-2015) ~ Member of the Region's PanAm Committee ~ Exploring bid opportunities to host legacy events Post Pan Am - Ontario Coaches Conference; International Softball Federation ~ Explored opportunity for tourism transportation for Pan Am games time and legacy (Kawartha Trolley) in support of waterfront and Pickering Village tourism.

GOAL 3

Business Retention & Expansion: The Town of Ajax will drive SME growth by cultivating an entrepreneurial culture and effectively supporting and engaging with our business and stakeholder community.

Actions	Role	Start Year	Activities
3.1 Continue to improve the Town's online resources to better enable start ups / small business to access all major resources available to business.	Lead	2010	<ul style="list-style-type: none"> ~ Regular updates of Small Business section of website ~ Participated on evaluation team for corporate website redevelopment ~ Participated in current website review and needs analysis ~ Subscribed to eSpace to promote available properties ~ Ajax Business Network events (4/year) ~ Retail Makeover event for Retailers (2010) ~ Hosted HST workshop for businesses ~ Develop and host Social Marketing Workshops for Businesses in partnership with the Library, CIBC and SEP ~ Manual development of online business directory as part of new website. ~ Implementation of several Competitive Ready website recommendations including: mapping, demographics, links, sites, buildings, videos and general information (2013-2014) ~ Data and SME support information on website
3.2 Ensure adequate supply of small, high-quality space for start-ups. Complete an inventory of available meeting, program and office spaces in the community including Town facilities, non-profit spaces and spaces within businesses available during and after hours to address space shortages in Ajax.	Facilitate/lead	2010	<ul style="list-style-type: none"> ~ Attraction/lead generation work to attract operator of incubator/shared space facility in Downtown/Central area. ~ eSpaceListings on Town website; ~ Facilitating site location for small business; regular research of available space ~ Implemented CoStar program to quickly respond to property availability inquiries, large and small ~ Working with Ajax Business Centre to open in 2015.
3.3 Develop a Young Professionals' Network as a way to engage young workers where they live.	Lead and Partner with Region	2015	<ul style="list-style-type: none"> ~ Development of Youth Entrepreneur and Employment pilot program to be launched in 2015.
3.4 Involve the Town's youth and young adults in creative economy initiatives.	Lead and Partner with Business Community	2013	<ul style="list-style-type: none"> ~ Promotion of arts and culture events, contests, promotions available to both youth and adults (i.e. Durham Improv; Driftwood Theatre) ~ Regular posts to Art of Transition blog, LinkedIn ~ Development of Youth Entrepreneur and Employment pilot program to be launched in 2015.
3.5 Promote the Ministry of Economic Development & Trade Summer Company Program.	Lead	2009	<ul style="list-style-type: none"> ~ Ongoing annual promotion of Summer Company program available through BACD
3.6 Apply the diversity lens to the Economic Development and Tourism Plan; Adopt an economic policy that promotes further support for local businesses, creates mechanisms to strengthen their capacity to compete in the procurement process, and promotes their role building the local economy.	Lead	2011	<ul style="list-style-type: none"> ~ Develop and host a workshop for Newcomer Entrepreneurs in partnership with the Library, CDCD, Region of Durham and CIBC ~ P&D Representative on the DACE Committee (2011-2014) ~ Hosted BACD's International Women's Day Entrepreneur Event - over 75 women entrepreneurs attending the event. (2014) ~ Engaging diversity representation for business and tourism events ~ Promotion of businesses with diversity lens ~ Ajax business network events ~ Pan Am marketing materials

GOAL 4

Creating 'Places': The Town of Ajax will create `places` that attract investment and interest to the community and demonstrate the Town's liveability and diverse range of arts and cultural experiences.

Actions	Role	Start Year	Activities
4.1 Develop a Downtown Ajax Prospectus	Partner with Planning and Communications	2013	~ Postponed until further development at Plaza area. Banners and downtown development video created in the interim to bring awareness of downtown initiatives. (2013)
4.2 Position and promote the Town's Main Branch Library as a community gathering point.	Lead and Partner with Recreation and Culture; Library	2010	~ Assist with promotion of business events (i.e. HST, Newcomer Entrepreneurs, Social Marketing) held at library ~ Collaboration on joint marketing materials for businesses ~ Collaboration on 2011 Social Marketing Workshops ~ Partner with Library for Small Business Events with BACD (2013) ~ Utilizing Library for business resource training - workshops on online networking for business (2013)
4.3 Develop and promote the waterfront as a key tourism destination and a focal point for recreational activity as well as festivals and events in the Town.	Partner with Recreation and Culture; Region	2010	~ Ongoing promotion and improvement of Taste of Ajax event as part of the waterfront Celebrate Ajax annual event; 10 local vendors; 2-3000 visitors annually ~ Identifying opportunities, recommendations and potential gaps in capacity at waterfront through the Tourism Attraction Plan (2013) ~ Sponsored and supported the Boys and Girls Club of Durham's Amazing Race fundraiser featuring the Ajax Waterfront and Ajax historical trivia.
4.4 Designate Pickering Village <u>in Ajax</u> as a destination for cultural activities and events within the Town and plan for future cultural activities and events in the area.	Partner with Recreation and Culture	2010	~ Promoted Village events (i.e. JazzFest, JAM, Cultural Expressions events) ~ Supported 2010 Doors Open ~ Supporting the expansion of three businesses into Pickering Village (Heritage House Catering, Ice Cream Shoppe, JazzBerry) ~ Pickering Village promotion plan (2013) presented to BIA and members; implementation spring 2013 to include website updates, tourist map and virtual tours.
4.5 Create a Tourism Advisory Committee - Pickering Village, etc.	Lead	2013	~ Part of Capital Project approved for 2013; Tourism Attraction Plan; a Tourism Advisory Group was formed as a part of the overall plan. This group will assist in the attraction of tourism-related events taking into consideration the impacts of the PanAm legacy assets. (2013-2016) ~ Tourism Advisory Group implemented; created evaluation checklist; reviewed 3 key events/opportunities for Tourism.

GOAL 5

Creative Industries Development: The Town of Ajax will profile and promote the community's creative industries as a key element of its economic and tourism development activities.

Actions	Role	Start Year	Activities
5.1 Continue to implement the Town's Integrated Community Arts and Culture Plan.	Partner	2007	~ Support for cultural initiatives through business community ~ EcD part of ICACP committee
5.2 Develop an on-line directory of Ajax's creative cultural community.	Lead and Partner	2010	~ Consistent updating of the directory ~ Populating web portal (2010) ~ Working through ICACP group to develop scope of Cultural Asset mapping ~ Identified as an action item through the Integrated Community Sustainability Plan and ICACP as a partner role with Recreation and Culture team. (2013) "Ajax On the Map" to be launched in 2014. ~ Ajax on the Map launched; promoted on various town websites
5.3 Host a cultural summit where members of the creative community are invited to discuss ways and means of improving Ajax as an environment in which cultural activity can flourish.	Lead and Partner with Business Community and Recreation and Culture	2010	~ Participating in follow-up initiatives to 'Art of Transition' - Think Tank sessions (2010) ~ Participation in AOT/Oshawa 'ArtScapes' workshop for space development (2010) ~ Art of Transition steering committee for 2011 Culture Summit and Awards program ~ Participation and support of Region's Sport Tourism Strategy; Region's Art of Transition movement; Region's Durham Tourism Summit (held in Ajax-2013-2014)
5.4 Consider the development of a cultural seed fund where qualifying new cultural enterprises could obtain seed funding for start-up or expansion activities.	Lead and Partner with Recreation and Culture	2015	~ working with Regional committee on the development of an Art of Transition Creative Fund to support the development and growth of regional arts and culture.(2011) ~ Participation in 'Art of Transition Creative Fund' kick-off event ~ Participation in strategy session for the development of the Art of Transition Creative Awards program and Summit ~ Sponsorship and Steering Committee participation for the Art of Transition/SPARK's Ignite program.
5.5 Explore potential for low cost incubator facilities for artists including live-work studio space.	Partner with Business Community; Region; CAO	2010	~ Attraction/lead generation work to attract operator of incubator/shared space facility in Downtown/Central area. ~ Participation in AOT/Oshawa 'ArtScapes' workshop for space development ~ Working with Ajax Business Centre for low-cost start-up space in Downtown Ajax area

GOAL 6

Marketing and Promotion: The Town of Ajax will broaden its marketing and promotion efforts to reflect the community's aspirations, a commitment to sustainable growth and the potential for business investment and employment.

Actions	Role	Start Year	Activities
6.1 Initiate the development and implementation of a comprehensive economic development marketing strategy that includes an internet strategy and audience focus and a tactics for engaging business in the Town's target sectors.	Lead	2011	<ul style="list-style-type: none"> ~ Initiating Terms of Reference for 2011-2012 Capital Project (including 6.3, 1.4,6.6); ~ Value propositions developed for each target sector ~ Search Engine Optimization started on the www.AjaxFirstforBusiness.ca website; ranking on page 1 of Google on 8 of top ten key words selected ~ RFP awarded to eSolutions for Marketing Implementation Plan; work beginning in May 2011 anticipated completion by Fall 2011 ~ Implementing Competitive Ready recommendations specific to site selector needs related to engaging sectors. ~ Markegin Award - EDCO - Welcome Cyclists ~ Marketing Award EDCO - PriorityPATH ~ Recongized by Site Selection Magazine as Canada's Best 2 Invest Communities, naming Ajax as the top Economic Development Group in country.
6.2 Develop an internet strategy that is focused on the attraction of business, entrepreneurs and families and includes the use of social networking tools (e.g. Facebook, MySpace, LinkedIn etc.), promotional efforts, and a linking strategy for external resources and economic development partners.	Partner with Communications	2012	<ul style="list-style-type: none"> ~ Initiating as part of Marketing Implementation Plan Capital Project (including 6.3, 1.4,6.6) ~ launch of www.ajaxfirstforbusiness.ca and www.visitajax.ca sites ~ continue to grow Ajax Business Network LinkedIn group (159 members end of 2012) ~ launch of The Networking Effect business to business local social media platform; exclusive to Ajax as an online extension to the successful Ajax Business Network (2013) ~ Utilization of news feature to push visitors to ajaxfirstforbusiness site ~ Continue discussions and promotions through LinkedIn groups including Ajax Business Network Group (290 members in 2014); Ajax Pickering Board of Trade; and Durham's Art of Transition ~ Encouraging RSS feeds of the Ajax business news to other sites (iMiN, Networking Effect)
6.3 Develop a bold and sophisticated website for economic development that can be updated quickly and represents the emerging image of the Town as a growing, affordable and culturally diverse community to residents, visitors and the business community.	Partner with Communications; business community	2010	<ul style="list-style-type: none"> ~ Participated on evaluation team for corporate website redevelopment ~ 2011 - content build for EcD site and Tourism site ~ 2011-2012 launch websites - www.ajaxfirstforbusiness.ca; www.visitajax.ca ~ Search Engine Optimization started on the www.AjaxFirstforBusiness.ca website; ranking on page 1 of Google on 8 of top ten key words selected ~ Enhanced the 'Investment' section of the ajaxfirstforbusiness.ca site following the recommendations of the Competitive Ready audit; several pages and information was added and enhanced (2013) ~ Updated EcD website; implemented unique functionality (transportation mapping) ~ Upload and updates to Publications section including direct links to/from Planning and Development pages. ~ Continue discussions and promotions through LinkedIn groups including Ajax Business Network Group (290 members in 2014); Ajax Pickering Board of Trade; and Durham's Art of Transition ~ Encouraging RSS feeds of the Ajax business news to other sites (iMiN, Networking Effect) ~ Recongized by Site Selection Magazine as Canada's Best 2 Invest Communities, naming Ajax as the top Economic Development Group in country.

6.4 Promote local business and entrepreneurial success stories.	Lead	2010	<ul style="list-style-type: none"> ~ Eight company profiles completed and prepared for 2011 promotion (online and print) ~ Working with Corporate Communications on a plan to promote business success stories ~ Presentation of Business Development Initiatives: Durham REIN group; St. Andrew's Senior Centre; Durham Realtor Association ~ promotion of businesses on www.ajaxfirstforbusiness.ca site including profiles and videos ~ creation of 'Ajax Investment Trailer - Take 1' video highlighting 2011 accomplishments and businesses ~ Creation of an 'Ajax Talks' Economic Development highlight video (used for Investment attraction and promotion of accomplishments); video features local business leaders speaking about Ajax. ~ Recognized by Economic Development Council of Ontario (EDCO) through the EDCO Marketing Awards. (Awarded in Feb. 2013) ~ Recognized by EDCO Marketing Awards for Best Strategic Plans and Initiatives for PriorityPATH (2014) ~ Several advertising and editorial content in US Magazines
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6.5 Reformat and brand the Planning & Development Annual Report to include Economic Development successes.	Partner with Planning	2011	<ul style="list-style-type: none"> ~ Planning Report completed annually, 2010 report to include EcD ~ new format of an online presentation with voiceover for the the 2011 P&D Annual report ~ 2012 P&D Annual Report will feature a new look and layout; online presentation will follow 2011 format; over 192 views of the online version for 2011 report (end of 2012) ~ 2012 P&D Annual Report was re-branded with a new look and format; the Annual Reports are one of the most downloaded documents from the business website. ~ 2013 P&D Annual Report ~ 2014 P&D Annual Report
6.6 In conjunction with the Downtown Ajax revitalization efforts, develop appropriate communications and marketing materials that bring attention to the vision and progress of the Downtown as a business and administrative services location in the Town.	Lead and Partner with Communications; Business Community	2012	<ul style="list-style-type: none"> ~ Initiating Terms of Reference for 2011-2012 Capital Project (including 6.3, 1.4,6.6) ~ Part II of Capital Project for Marketing Implementation Plan (2012) ~ Preliminary materials development underway for future promotion of Downtown Ajax ~ launch of www.thenewdowntownajax.com site was integrated into the new www.ajax.ca site; new VISION section was added to the links within the ajax.ca site. ~ Promotion of the latest downtown development projects through the www.thenewdowntownajax.com site; updates to Grand Harwood Place, VISION, and the Index Steam Plant are regularly updated. (2013) ~ Banners and downtown development video created to bring awareness of downtown initiatives. (2013)
6.7 Undertake a regular evaluation of the Town's tourism promotional activities to ensure the delivery of a progressive marketing message.	Lead and Partner with Recreation and Culture	2010	<ul style="list-style-type: none"> ~ Developed Tourism Marketing materials to attract Tourism Sector businesses (Tourism 'tear sheet', 'Cyclists Welcome', 'Taste of Ajax' Restaurant Guide) ~ Creation of 'Welcome Cyclists' videos, Welcome Cyclists Network goal for 2012 - 20 businesses ~ Creation of new Bikeable Ajax Trails map; inclusion of Ajax Welcome Cyclists Network on Region's Cycling Map; update to visitajax.ca site (2012-2013) ~ Update of the Taste of Ajax Restaurant Guide (2012-2013) ~ New promotional materials for Pickering Village Area (2013) ~ Update of Pickering Village materials (bookmark) (2013) ~ Next round of Welcome Cyclists videos were completed and posted to the internet (2013) ~ Recognized by Economic Development Council of Ontario (EDCO) through the EDCO Marketing Awards. (Awarded in Feb. 2013) ~ Development of a Tourism Campaign in time fo the Pan Am Games (2014); launch in 2015
6.8 Support the growth and evolution of existing events to the point where they have an even greater draw on visitor markets.	Partner with Recreation & Culture; Region; 3rd parties	2010	<ul style="list-style-type: none"> ~ Successful Taste of Ajax repositioning for 2010 ~ Lessons Learned for future Taste of Ajax events ~ Supported the following events: Jazz Fest – Village (2010); JAM (2011-2012-2013) Go-by-Bike (2008-2012) Tour de Greenbelt (2009-2010) Ajax TrailFest (2009-2014) Celebrate Ajax (with 'Taste of Ajax') (2008-2013) Doors Open 2010, 2012, 2014 Run Ajax (2009-2013) Great Waterfront Trail Adventure (2010-2012) ~ Support for new Taste Ajax event - moving towards a fully sustainable event managed by Ajax Rotary; format change to food truck and arts event ~ Support for new Ajax Rotary event - Ajax Beer Fest
6.9 Support the development and promotion of culinary tourism.	Partner with Region	2010	<ul style="list-style-type: none"> ~ Successful 'Taste of Ajax' repositioning and format for 2010 ~ Local related business support for Ajax Community Fund Day ~ Development of 'Taste of Ajax' Restaurant Guide (2010) ~ Supporting the expansion of three businesses into Pickering Village (Heritage House Catering, Ice Cream Shoppe, JazzBerry) ~ Participating on planning committee for 'Savour the Seasons - Durham' event Fall 2011-2013 ~ Support for new Taste Ajax event - moving towards a fully sustainable event managed by Ajax Rotary; format change to food truck and arts event ~ Support for new Ajax Rotary event - Ajax Beer Fest

Regional Councillor Report

Submitted by: Shaun Collier, Regional Councillor Wards 1 & 2

Date: March 9, 2015

Finance and Administration Budget – February 24-25, 2015

Special Transit Executive Committee – March 4, 2015

Council – March 4, 2015

Finance and Administration Budget

The Finance Committee deliberated the budget over two very full days and it was unanimously approved by the Committee. The 2015 Business Plans and Property Tax Budget met the guideline set by Council of 1% and represents a property tax increase of \$24 per year based on the average residential home value of \$351,000.

There were minor increases to each department as follows:

Police Services	0.49%
Durham Regional Transit	0.16%
Conservation Authorities	0.12%
Solid Waste Management	0.61%
Regional Operations	0.77%
Special Contributions	-0.05%

The Regional portion of the average homeowner's property tax bill is \$2459 per year broken down as follows:

Police	\$762/year	\$63.50/month	31%
Transit	\$201/year	\$16.75/month	8.2%
Works	\$324/year	\$27.00/month	13.2%
Solid Waste	\$186/year	\$15.50/month	7.6%
Long Term Care	\$170/year	\$14.17/month	6.9%
Children Services	\$36/year	\$3.00/month	1.5%
Social Assistance	\$96/year	\$8.00/month	3.9%
EMS	\$90/year	\$7.50/month	3.7%
Public Health	\$59/year	\$4.92/month	2.4%

Special Transit Executive

A special meeting was called to discuss a confidential report from the Commissioner of Corporate Services with respect to ratification of a tentative collective agreement with UNIFOR Local 222, the union for Durham Regional Transit (DRT).

A tentative settlement was reached on February 13, 2015 after five days of negotiations. The agreement reached the desired goal of creating additional operating flexibility for DRT while

satisfying employee requirements. The agreement was unanimously endorsed by the bargaining committee and approved by the Transit Executive Committee then ratified by Council at the subsequent Council meeting.

Council

Mayor Parish questioned the budget item regarding the development of a new/revised Durham Region Strategic Plan. The Region has budgeted \$125k to prepare the plan but there is no wording to solicit input from Councillors. Mayor Parish used Ajax as an example stating that we hold a strategic planning session at the commencement of each term of Council to develop our plan and the Region should do the same. It should be prepared based on Councillors input as we are the ones that deal with the public. The Chair acknowledged Council's comments and agreed to set a date.

Mayor Parish also brought up Fire amalgamation and the fact that each area municipality should be consulted first to ensure that there is political will to proceed prior to any study commencing. After a lengthy debate, Mayor Parish's amendment passed on a vote of 19-8.

Councillor Joe Neal attempted to give direction to staff to collect data from each municipality on Fire costs and staffing but was ruled out of order by the Chair. He challenged the Chair's ruling and lost on a vote of 23-1.

The Regional budget was passed unanimously.

Regional Councillor Report

Submitted by: Colleen Jordan, Regional Councillor Wards 3 & 4

Date: Feb. 23, 2015

Regional Council – March 3, 2014

Regional Council unanimously endorsed the 2015 Business Plans and Property Tax Budgets at a total net property tax requirement of \$491,221,000, resulting in a property tax increase of 1% (after assessment growth of 1.1%) or about \$24.00 annually on an average residential home (current value assessment of \$350,000.000). The budget met the approved property tax guideline, while maintaining current levels of service. It addresses critical needs, priority initiatives and honours existing commitments.

Major changes include;

- 35 new positions at a cost of \$1.9 million (\$3.6 million annualized)
- Road Rehabilitation financing increase of \$3.5 million
- Construction of municipal services for roads/bridges of \$74.2 million, including \$5.4 million for bridges, \$23.1 million for road expansions, \$23.8 million for road rehabilitation, \$16.3 million for Hwy 407 related works and \$5.6 million for traffic control etc.
- Annualized costs for the Clarington Police Complex Phase 1 (\$0.4 million)
- Transit service enhancements (\$300,000), realignment of part time and overtime costs (\$2.1 million) specialized service increases to accommodate growing service demands(\$700,000) which will be partially offset by service efficiencies of \$1million and elimination of six full time operators (\$500,000 and \$7.6 million in capital including replacement buses and shelter and facility improvements.
- Annualization of operational costs (\$2.6 million) of Durham York Energy offset by decreases in landfill disposal and haulage of \$1.5 million
- \$800,000increase in annual debt servicing costs to accommodate Fairview Lodge Long Term Care facility, which is expected to be fully offset by provincial subsidy.

Debate ensued on the \$75,000included in the budget for a study of the implications and costs of amalgamating local fire services to the Regional level. An amendment to seek

input from lower tier municipalities prior to conducting such a study was endorsed by Council.

2015 Municipal Tax Ratios

Council approved that the 2015 municipal tax ratios remain unchanged from 2014. The Province was requested to update the statutory rates and institute a process for regular updates on the following tax policies for;

- Hospitals, prisons and postsecondary institutions which were last updated in 1987
- Railway/Hydro right-of-ways which were last updated in 1998
- Nuclear Generating Facilities (updated in 1968)

As a result of these rates not being updated, the tax burden has fallen to the municipal property homeowner.

Council also requested that prior to the next assessment in 2016, the province remove the special policy consideration for assessment decreases so that any assessment increases and decreases are phased in evenly over the four year cycle. The Region has also requested that regional governments be recognized in the assessment complaint process.

A report from Regional Finance staff highlighted the risk of the decreasing non-residential share of the assessment base which is placing upward pressure on the residential property tax rate. In 1998, the non-residential share of the tax burden was 21.3% whereas in 2016 it is estimated to be only 17.4%.

Assessment growth has been historically low for the last five years with the 1.1% assessment growth in 2015 being the lowest. Low overall growth foreshadows budgetary restraint. Of concern is the negative assessment growth in the industrial sector over of the last decade while commercial growth has also been constrained. The continuation of these growth trends will further erode the non-residential share of assessment and taxation bases shifting the burden to the residential property taxpayer.

About \$13.2 billion in assessment appeals involving \$155.5 million in Regional taxation is under appeal for the taxation years 2006 to 2014. Over 85% of these appeals are industrial and commercial property, Due to the higher volume of appeals from non-residential properties and their higher settlements there is substantial risk with respect to taxation losses and further erosion to the non residential assessment base.

Individual Producer Responsibility

Regional Council endorsed Ajax's motion on individual producer responsibility.

THE CORPORATION OF THE TOWN OF AJAX

BY-LAW NUMBER 22-2015

A By-law to appoint Interim Deputy Directors of Finance and Deputy Treasurers
(S. Serrao and D. Valentim)

WHEREAS the *Municipal Act, 2001*, S. 286(1), as amended, provides that a municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality; and,

WHEREAS the Council of the Corporation of the Town of Ajax deems it necessary and expedient to appoint Interim Deputy Directors of Finance and Deputy Treasurers who shall have all the powers and duties of the Director of Finance and Treasurer under this and any other Act;

NOW THEREFORE the Council of the Corporation of the Town of Ajax enacts as follows:

1. That Sandra Serrao and Dianne Valentim are each hereby appointed to serve as an Interim Director of Finance and Treasurer for the Corporation of the Town of Ajax.
2. That, in the absence of the Director of Finance and Treasurer, the said Interim Directors of Finance and Treasurers shall have all of the power and authority of the Director of Finance and Treasurer position, subject to the By-laws of the Council and the Statutes of Ontario, and shall perform the duties of such office and any other duties which may be imposed by Council or the Chief Administrative Officer.
3. That these appointments apply to the period of February 5, 2015 to September 30, 2015, inclusive only, and that these appointments and the applicable period may be altered in the interim as Council deems expedient.
4. This By-law shall come into force immediately upon final passing.

READ a first and second time this
Ninth day of March, 2015.

READ a third time and passed this
Ninth day of March, 2015.

Mayor

D-Clerk

THE CORPORATION OF THE TOWN OF AJAX

BY-LAW NUMBER 23-2015

A By-law to amend By-law 5-2004, being a By-law to regulate traffic on highways in the Town of Ajax.

WHEREAS the Council of The Corporation of the Town of Ajax may pass By-laws pursuant to the Highway Traffic Act, R.S.O.1990 and amendments thereto:

NOW THEREFORE, the Council of the Corporation of the Town of Ajax enacts as follows:

That By-law Number 5-2004 as amended be further amended as follows:

SCHEDULE XXVI

FIRE ROUTES

ADD:

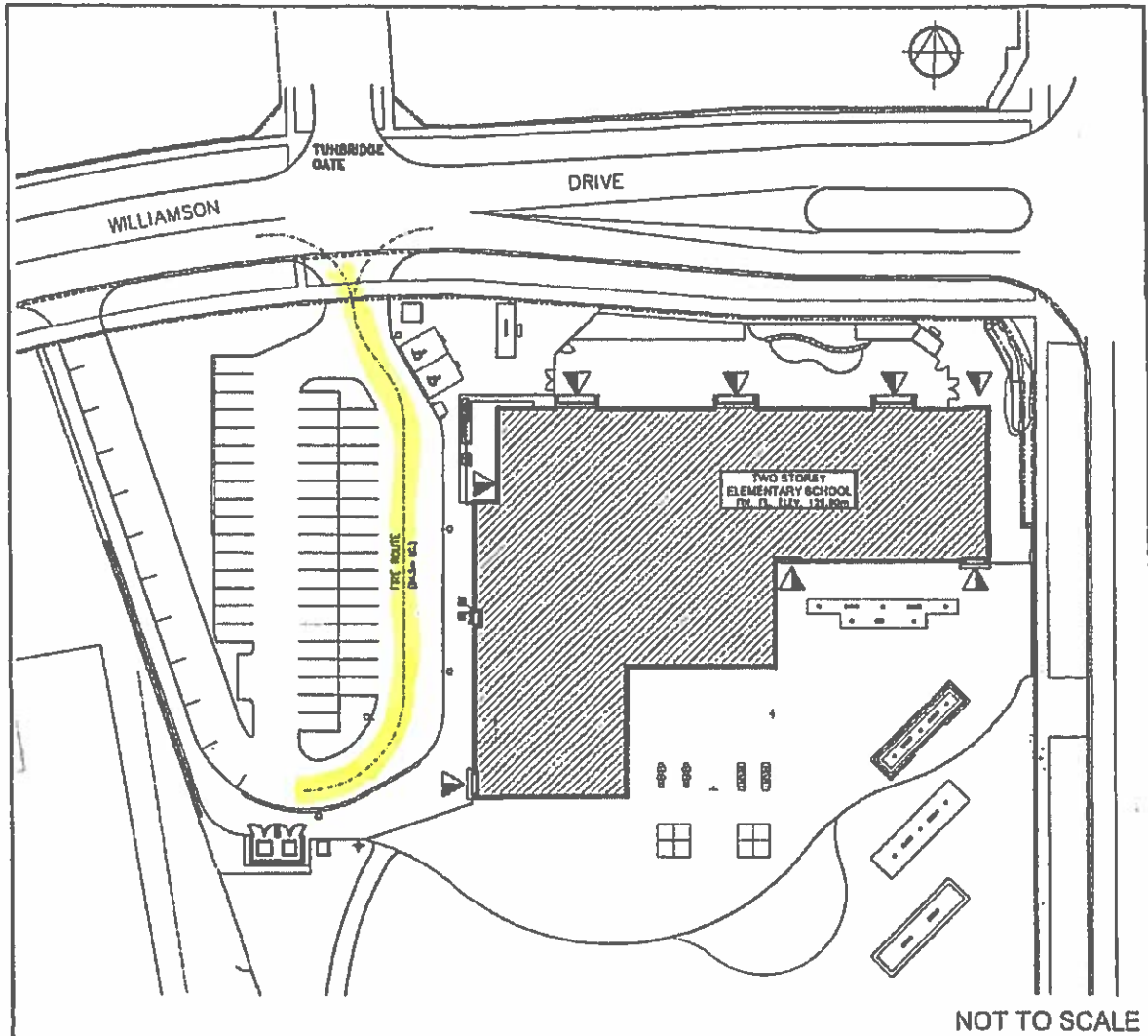
<u>Municipal Address</u>	<u>Name of Property</u>	<u>Approval Date</u>
61 Williamson Drive East	Da Vinci Public School	March 9, 2015

READ a first and second time this Ninth day of March, 2015.

READ a third time and passed this Ninth day of March, 2015.

Mayor

D-Clerk



NOT TO SCALE

LEGEND

APPROXIMATE LOCATION OF
PROPERTY LINE

FIRE ROUTE SHOWN AS

FIRE ROUTE SIGN ON
STREET LIGHT POLE

FIRE ROUTE SIGN
ON SIGN POST

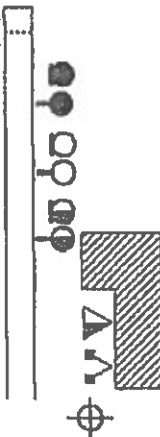
FIRE ROUTE SIGN ON
BUILDING OR STRUCTURE

ENTRANCE TO BUILDING

FIRE (SIAMESE) CONNECTION

FIRE HYDRANT

NO STOPPING
NO PARKING
BACK MOUNTED
END MOUNTED
BACK MOUNTED
END MOUNTED
BACK MOUNTED
END MOUNTED



LOCATION / DESCRIPTION

DESIGNATED
FIRE ROUTE



TYPE

QTY.

DATE:

SCHEDULE
NUMBER

THE CORPORATION OF THE TOWN OF AJAX

BY-LAW NUMBER 24-2015

A By-law to appoint a Board of Management for the
Downtown Ajax Business Improvement Area

WHEREAS the Council of The Corporation of the Town of Ajax has passed By-Law 140-81, as amended, which provides for the establishment of the Downtown Ajax Business Improvement Area and the appointment of a Board of Management thereof;

NOW THEREFORE, the Council of the Corporation of the Town of Ajax enacts as follows:

1. The following Directors of the Downtown Ajax Business Improvement Area are appointed to the Board of Management for a term expiring November 30, 2018 or until their successors are appointed:

Jeffrey Wilson
Deborah Douglas-Werner
Joanne Dies (Council Representative)

2. That By-law 67-2012 be repealed.

READ a first time and second time this
Ninth day of March, 2015

READ a third time and passed this
Ninth day of March, 2015

Mayor

D-Clerk

THE CORPORATION OF THE TOWN OF AJAX

BY-LAW NUMBER 25-2015

A By-law to appoint a Board of Management for the
Village of Pickering Business Improvement Area.

WHEREAS the Council of the Corporation of the Town of Ajax has passed By-law Number 155-90, as amended, which provides for the establishment of a Business Improvement Area in an area of the former Village of Pickering and the appointment of a Board of Management thereof; and,

WHEREAS the *Municipal Act, 2001*, S. 204 (2), as amended, states that a Board of Management is a corporation consisting of the number of directors established by the municipality;

NOW THEREFORE, the Council of the Corporation of the Town of Ajax enacts as follows:

1. The following members - or designates of members - of the Village of Pickering Business Improvement Area are appointed to the Board of Management for a term expiring November 30, 2018, or until such time as their successors are appointed.

Khari Gaynor
Warren Hurren
Don Terry
Brenton P. Alleyne
Marilyn Crawford (Council Representative)
2. By-law 13-2014 is hereby repealed.

READ a first and second time this
Ninth day of March, 2015

READ a third time and passed
Ninth day of March, 2015

Mayor

D-Clerk

THE CORPORATION OF THE TOWN OF AJAX

BY-LAW NUMBER 26-2015

A By-law to amend By-law 5-2004, being a By-law to regulate traffic on highways in the Town of Ajax.

WHEREAS the Council of The Corporation of the Town of Ajax may pass By-laws pursuant to the Highway Traffic Act, R.S.O.1990 and amendments thereto:

NOW THEREFORE, the Council of the Corporation of the Town of Ajax enacts as follows:

That By-law Number 5-2004 as amended be further amended as follows:

SCHEDULE XXVI

FIRE ROUTES

ADD:

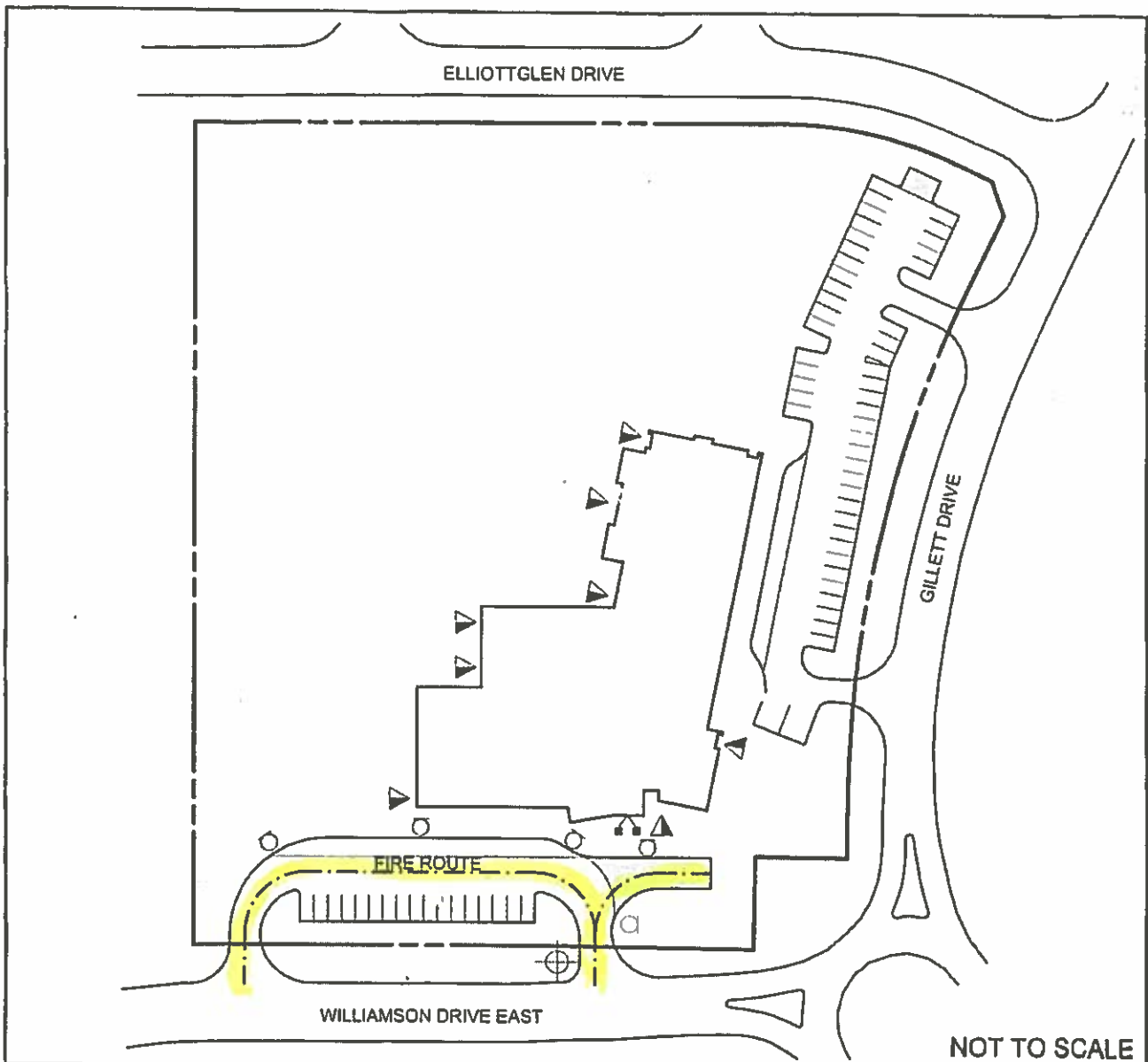
<u>Municipal Address</u>	<u>Name of Property</u>	<u>Approval Date</u>
180 Williamson Drive East	Unnamed Imagination School P.S.	March 9, 2015

READ a first and second time this Ninth day of March, 2015.

READ a third time and passed this Ninth day of March, 2015.

Mayor

D-Clerk



LEGEND

APPROXIMATE LOCATION OF
PROPERTY LINE

FIRE ROUTE SHOWN AS

FIRE ROUTE SIGN ON
STREET LIGHT POLE

FIRE ROUTE SIGN
ON SIGN POST

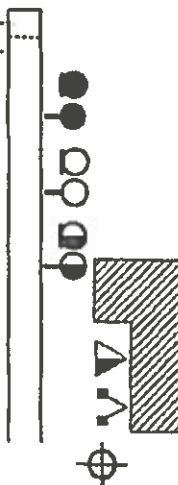
FIRE ROUTE SIGN ON
BUILDING OR STRUCTURE

ENTRANCE TO BUILDING

FIRE (SIAMESE) CONNECTION

FIRE HYDRANT

NO STOPPING —
NO PARKING —
BACK MOUNTED
END MOUNTED
BACK MOUNTED
END MOUNTED
BACK MOUNTED
END MOUNTED



LOCATION / DESCRIPTION

UNNAMED IMAGINATION PS - 180 WILLIAMSON DR. E.

DESIGNATED FIRE ROUTE



TYPE

QTY.

DATE: MAR. 4, 2015

SCHEDULE
NUMBER

TOWN OF AJAX REPORT OF THE GENERAL GOVERNMENT COMMITTEE

Alternative formats available upon request by contacting:

sarah.moore@ajax.ca or 905-619-2529 ext. 3347

For consideration by the Council of the Town of Ajax on March 9, 2015

The General Government Committee met at 1:45 p.m. on March 5, 2015

Present: Councillor R. Ashby, Chair
Regional Councillor S. Collier
Regional Councillor C. Jordan
Councillor M. Crawford
Councillor J. Dies
Councillor P. Brown
Mayor Parish

1. Call to Order (1:45 p.m.)

Chair Ashby called the meeting to order.

2. Disclosure of Pecuniary Interest

There were no disclosures of pecuniary interests.

The General Government Committee recommends as follows:

3. Adoption of In-Camera Minutes

Moved by: S. Parish

That the Minutes of the In-Camera meeting of the General Government Committee held on February 19, 2015 be adopted.

CARRIED

In-Camera

4. Authority to hold a Close Meeting and Related In-Camera Session

Moved by: S. Collier

That the Committee convene In-Camera pursuant to Section 239 (2) (c) of the *Municipal Act, 2001*, as amended, to discuss matters pertaining to the proposed or pending acquisition or disposition of land by the municipality or local board

CARRIED

4.1 Confidential Property Matter

Open Meeting (2:05 p.m.)

Ratify Actions Taken In-Camera

Moved by: S. Collier

That all actions approved in the In-Camera Session be ratified

CARRIED

5. Consent Agenda

Members separated items 5.2 for discussion.

5.1 Contract Award – Concrete Sidewalk and Curb Repairs

Moved by: S. Collier

That Council award the contract for Concrete Sidewalk and Curb Repairs to Bennington Construction Ltd. in the amount of \$660,525.12 (inclusive of all taxes).

CARRIED

5.2 Contract Award – Replacement of Street Sweeper unit# 603-5

Moved by: C. Jordan

That Council awards the contract for the supply and delivery of a Street Sweeper to Cubex Ltd. in the amount of \$256,918.21 (inclusive of all taxes).

CARRIED

6. Presentations / Discussion

6.1 Initial Report - Comprehensive Zoning By-law Update'

Moved by: M. Crawford

That the report to General Government Committee dated March 5, 2015 entitled "Initial Report - Comprehensive Zoning By-law Update" be received for information.

CARRIED

6.2 Toronto 2015 Pan Am Community Ticket Allocation and Dignitary Accreditation

Moved by: S. Parish

1. That Council endorse the proposal for the community allocation of Pan Am tickets and that staff be authorized to implement distribution plans.
2. That the dignitary accreditation process be received for information.

CARRIED

7. Departmental Updates

P. Allore, Director of Planning & Development, highlighted several notable site plan applications received by the Town in recent weeks.

8. Adjournment (3:20 p.m.)

Moved by: C. Jordan

That the March 5, 2015 meeting of the General Government Committee be adjourned.

CARRIED

R. Ashby, Chair