

The Corporation of the Town of Ajax
GENERAL GOVERNMENT COMMITTEE

Thursday, April 24, 2014

In-Camera at 1:30 p.m.

Open Meeting at 2:00 p.m.

River Plate Room, Town Hall

65 Harwood Avenue South



Confirmed by: *[Signature]*

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

R. Ashby, Chair
M. Crawford, Vice Chair

Open Meeting

1. Call To Order
2. Disclosure of Pecuniary Interest

In-Camera

3. **Authority to Hold a Closed Meeting and Related In-Camera Session**
 - *A matter of advice subject to solicitor-client privilege, including communications necessary for that purpose [Sec. 239 (2)(f), Municipal Act, 2001, as amended]*
 - *A matter pertaining to the proposed or pending acquisition or disposition of land by the municipality or local board [Sec. 239 (2)(c), Municipal Act, 2001, as amended]*
 - 3.1 **Confidential Legal Matter**
 - 3.2 **Confidential Property Acquisition Matter**
4. **Consent Agenda** – *Considered to be routine, these items may be approved by one motion. Items may be separated and referred to the Discussion Agenda*
 - 4.1 **January 1, 2014 Discretionary Reserve Balances**, R. Ford, Director of Finance/Treasurer.. 3
 - 4.2 **Capital Expenditure Control Policy Update**, R. Ford, Director of Finance/Treasurer 7

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4.7	Succession & Talent Management , B. Skinner, Chief Administrative Officer, S. Dunn, General Manager, Human Resource Services	37

5. Presentations / Discussion

None

6. Adjournment

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Rob Ford, CMA, AMCT
Director of Finance/Treasurer

SUBJECT: January 1, 2014 Discretionary Reserve Balances

WARD(S): All

DATE OF MEETING: April 24, 2014

REFERENCE: Financial Sustainability Plan (FSP)
2011-2014 Community Action Plan Strategy

- Rebuild and further strengthen financial reserves

May 9, 2013 GGC Report - Financial Sustainability Plan -
Draft Recommendations

June 20, 2013 GGC Report - Financial Sustainability Plan -
Policy Approval

January 23, 2014 GGC Report - Winter Ice Storm December 22, 2013
Urban Forest Implications

RECOMMENDATION:

That the report on the January 1, 2014 Discretionary Reserve Balances be received for information.

BACKGROUND:

The June 20, 2013 GGC report for the approval of the Financial Sustainability Plan "FSP" policy approvals included the following two recommendations:

3. That Council delegate to the Director of Finance/Treasurer, the authority to complete the reserve transfers/reallocations required to establish the January 1, 2014 opening balances for the discretionary reserve balances.
4. That the Director of Finance/Treasurer provide a report to Council on the January 1, 2014 opening discretionary reserve balances.

The January 23, 2014 GGC report on the urban forest implications included the following recommendations:

3. That the net cost of the winter storm cleanup be funded from the Stabilization Reserve
4. That the cost of tree replacements not covered by the Emerald Ash Borer Operating budget be funded from the Capital Contingency Reserve and the Strategic Initiatives Reserve.

DISCUSSION:

The calculation of the January 1, 2014 balances is in accordance with the FSP policies and is consistent with the methodology used to calculate the estimated opening balances for the 2014 Capital Budget/2015-2018 Long Range Capital Forecast.

Based on the recommendations from the January 23, 2014 report on the ice storm, the opening balances for the Stabilization Reserve and Capital Contingency Reserve have been increased to account for the estimated cost of cleanup (\$600,000) and tree replacement (\$200,000). The \$800,000 total is for incremental/additional out of pocket costs only. It excludes the regular wages for existing full and part time staff involved in the cleanup. No funding will be required from the Strategic Initiatives Reserve. Any adjustments to the estimated amounts will be included as part of the final report on the total costs and funding of the ice storm.

As a result of accounting for the estimated ice storm costs, the onetime "top up" to the Vehicle/Equipment Replacement Reserve has been reduced from \$2,000,000 to \$1,200,000.

Attachment #1 details the balance calculations for the discretionary capital reserves, while the calculation of the January 1, 2014 balance for the new Stabilization Reserve is detailed below:

Item	Amount
<i>Transfer from Existing Reserves</i>	
Tax Rate Stabilization	(\$1,600,000.00)
Working Funds	(1,000,000.00)
Insurance	(739,565.19)
<i>To meet target balance per FSP Policy #122</i>	(920,000.00)
<i>Estimated Ice Storm Cleanup Costs</i>	(600,000.00)
January 1, 2014 Balance	(\$4,859,565.19)

There were no changes to the funding or use of the Election Reserve. The January 1, 2014 balance of \$280,000 is more than sufficient to cover the cost of the 2014 municipal election.

The January 1, 2014 opening balances for all discretionary reserves are summarized in the following chart:

Reserve	Balance
Building Maintenance	\$9,472,730.04
Capital Contingency	2,700,000.00
Debt Reduction (Slots)	5,026,440.52
Development	13,586,307.44
Election	280,000.00
General Infrastructure Maintenance	4,698,676.46
Roads Maintenance	3,866,087.25
Stabilization	4,859,565.19
Strategic Initiatives	626,210.10
Vehicle/Equipment Replacement	7,324,263.32
Total	\$52,440,280.32

FINANCIAL IMPLICATIONS:

Establishing the January 1, 2014 discretionary reserve balances, one of the final transition processes for the Financial Sustainability Plan, does not have any financial implications.

CONCLUSION:

The submission of this report fulfills the direction provided to staff by Council.

ATTACHMENTS:

ATT - 1: January 1, 2014 Discretionary Capital Reserve Balances

Rob Ford, CMA, AMCT
Director of Finance/Treasurer

ATT-1 January 1, 2014 Discretionary Capital Reserve Balances

Transaction	Building Maintenance	Capital Contingency	Development	General Infrastructure Maintenance	Roads Maintenance	Strategic Initiatives	Vehicle/ Equipment Replacement	Debt Reduction (Slots)
Dec. 31, 2013 Balance	(\$7,772,730.04)	N/A (1)	N/A (1)	N/A (1)	N/A (1)	N/A (1)	(\$3,551,912.87)	(\$3,705,030.24)
<i>Reserves Eliminated (2)</i>								
a) Entrance Gate Maintenance				(283,323.52)				
b) Stormwater Maintenance				(1,169,752.94)				
c) Town Promotion						(7,580.54)		
d) Public Art						(333,960.09)		
e) Property Acquisition						(284,669.47)		
f) Capital Projects Reserve			(3,838,982.54)	(3,021,400.00)	(3,599,031.64)		(430,850.45)	(1,321,410.28)
g) Infrastructure Res. (Slots)			(762,824.90)	(224,200.00)	(267,055.61)			
From Capital Projects Res.(3)								
a) Major 2014/2015 Capital	(1,700,000.00)		(8,984,500.00)				(2,141,500.00)	
b) Target Opening Balance		(2,500,000.00)						
c) Top up Low Balance							(1,200,000.00)	
d) Est. Ice Storm Tree Repl.		(200,000.00)						
January 1, 2014 Balance	(\$9,472,730.04)	(\$2,700,000.00)	(\$13,586,307.44)	(\$4,698,676.46)	(\$3,866,087.25)	(\$626,210.10)	(\$7,324,623.32)	(\$5,026,440.52)
Committed to Existing Projects	0.00	0.00	623,007.44	0.00	0.00	0.00	488,183.33	1,661,504.52
Available Balance	(\$9,472,730.04)	(\$2,700,000.00)	(\$12,963,300.00)	(\$4,698,676.46)	(\$3,866,087.25)	(\$626,210.10)	(\$6,836,079.99)	(\$3,364,936.00)

Notes:

(1) N/A = New reserve established under Financial Sustainability Plan. Therefore, there is no December 31, 2013 Balance

(2) Reserves Eliminated

- a) through e) are straight transfers from the eliminated reserves to the new reserves
- f) and g) are the residual balances remaining after accounting for 3) and amounts committed to existing open capital projects. The residual balances have been allocated in proportion to the 2015 65% Spending Cap Guideline from the 2015-2018 Long Range Capital Forecast.

(3) From Capital Projects Reserve

- a) Transition to the Financial Sustainability Plan, as identified in 2014 Capital Budget/2015-2018 Long Range Capital Forecast Budget Report
- b) Balance as specified in FSP Policy #123 Discretionary Capital Reserves
- c) Has been chronically underfunded and was the only reserve to exceed the 65% Spending Cap Guideline
- d) Funding source for tree replacements as identified in January 23, 2014 GGC Report - Winter Ice Storm December 22, 2013 Urban Forest Implications. Estimated amount updated based on most current information.

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Rob Ford, CMA, AMCT
Director of Finance/Treasurer

SUBJECT: Capital Expenditure Control Policy Update

WARD(S): All

DATE OF MEETING: April 24, 2014

REFERENCE: Financial Sustainability Plan (FSP)
Capital Expenditure Control Policy No. 127

RECOMMENDATION:

That the updated Capital Expenditure Control Policy be approved

BACKGROUND:

Under the Financial Sustainability Plan that was approved by Council in June 2013, a new Capital Contingency Reserve was created. One of the two uses of the reserve is to fund all unbudgeted capital projects. Previously, the funding for unbudgeted capital projects was provided by the reserve that would have been used in the budget.

While there very few unbudgeted capital projects each year, this policy requires an update in order to align with the Financial Sustainability Plan.

DISCUSSION:

The shift to funding unbudgeted capital from the new reserve effectively eliminates the need to cancel another capital project that has not yet been started. Section 6 of the policy is now separated into Unbudgeted and Over Budget. Only the section on Unbudgeted (6.1) is being updated, with responsibilities determined by the estimated total project cost.

a) \$10,000 to \$75,000

- Management Committee can review and authorize the issuance of the bid documents
- CAO may direct that a report be presented to GGC prior to issuing the bid documents

b) Over \$75,000

- Management Committee must review and approve the project scope and estimated costs, before a report is presented to GGC to authorize issuing the bid documents

In both cases, all contracts related to the unbudgeted capital project must be awarded by Council, regardless of the dollar value.

FINANCIAL IMPLICATIONS:

N/A

CONCLUSION:

This administrative update brings this policy in line with the Financial Sustainability Plan.

ATTACHMENTS:

ATT - 1: Capital Expenditure Control Policy No. 127

Rob Ford, CPA, CMA, AMCT
Director of Finance/Treasurer

CORPORATE POLICIES AND PROCEDURES**SUBJECT: CAPITAL EXPENDITURE CONTROL**

ISSUED: 04 / 06 / 26	REVISED: 14 / 04 / 24	REVISION NO.: 11	Page 1 of 5	POLICY: 127
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1. POLICY OBJECTIVE

1.1. The purpose of the Capital Expenditure Control Policy is to ensure that appropriate approvals are acquired and funding sources identified for:

- Capital expenditures exceeding the approved budget or approved spending limit, as awarded by Staff or Council
- Unbudgeted capital projects (including emergencies)
- A material change in the scope of a capital project

1.2 This policy is subject to the guidelines outlined in the Town of Ajax Purchasing By-law, and the following corporate purchasing operating procedures:

- COR-WI-201 - Emergency Purchases
- COR-WI-202 – Purchase of Goods and Services
- COR-WI-203 – Single/Sole Purchase (Greater than \$2,500)
- COR-WI-204 – Bid Document Administration
- COR-WI-205 – Request for Proposal (RFP) Administration
- Standardized Wording Template for Contract Awards & Follow-Up Reporting

2. SCOPE

2.1. The requirements of this policy apply to all capital project contract awards, including contract awards where the capital project is funded in full or in part by third parties.

3. RESPONSIBILITY

3.1. It is the responsibility of the Department Head to ensure that the financial status of capital projects is reviewed on an ongoing basis and to implement the requirements of this policy.

3.2. It is the responsibility of Council to award contracts for:

- All capital project contracts over \$250,000 (inclusive of taxes)
- All over budget and unbudgeted capital projects, regardless of their value
- Projects where there has been a material change in the scope

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4. CONTINGENCY

- 4.1 Where due to the type of capital project, there exists the potential for uncontrollable circumstances or events to occur, departments may recommend that a contingency amount be included in the project estimates to recognize the specific risks.
- 4.2 Contingency amounts shall be calculated as a percentage of the Contract Award, net of the HST rebate.
- 4.3 The contingency percentage ranges from 0% to a maximum of 10%.
- 4.4 In special or unusual circumstances, a contingency amount in excess of 10% may be used, subject to the following approval authorities:

Contract Value	Approval
\$0 - \$25,000	Department Head
Over \$25,000	Department Head and CAO

- 4.5 Use of contingency is subject to the following general rules:
- a) Contingencies cannot be used to expand the scope of a project or to fund an item excluded at the time of the original contract award.
 - b) The contingency percentage shall not be lowered in order to keep a project within budget at the time the contract is awarded.
 - c) Contingency amounts must not be included in any bid document or awarded to a vendor.
 - d) Contingency amounts are not mandatory and their use is based on an evaluation of the risks associated with each capital project and contract.
 - e) Use of contingency must be tied to the specific risks of a project, not general reasons such as "potential unforeseen circumstances", "quantities may vary", etc.

5. ADMINISTRATION

- 5.1 To ensure the correct allocation of costs and budget management, all bid documents must be written in a format which corresponds to the individual projects listed in the capital budget.
- 5.2 Under no circumstances shall expenditures related to a capital project be charged to the operating budget.
- 5.3 Material Change in Scope - is defined as a change that significantly alters the outcome/end result of the project as originally approved by Council in the Capital Budget and/or at the time of contract award. A material change in scope to a capital project must be reviewed and approved by Management Committee before a report is presented to General Government Committee for approval.

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6. OVER BUDGET & UNBUDGETED PROJECTS – Prior to Award

6.1 Unbudgeted (Excluding Emergency)

a) Total Estimated Project Cost \$10,000 to \$75,000

- The project scope and estimated project costs must be reviewed and approved by Management Committee prior to the bid documents being issued.
- The CAO, at their discretion, may direct that a report be presented to General Government Committee prior to the bid documents being issued.
- All contracts, regardless of the dollar value, must be awarded by General Government Committee.

b) Total Estimated Project Cost over \$75,000

- The project scope and estimated project costs must be reviewed and approved by Management Committee before any further action is taken
- A report must be presented to General Government Committee prior to the bid documents being issued
- All contracts, regardless of the dollar value, must be awarded by General Government Committee.

6.2 Over Budget

a) Departments must take the following steps to mitigate the financial impact:

- Scale back the scope of the project to come within budget, or
- Cancel another current or prior year capital project from the same funding source that has not yet been started, or
- Cancel the project, close the capital account and resubmit the project for the subsequent year's capital budget/long range capital forecast.

b) Under budget amounts from previously awarded capital projects and/or the operating budget are not eligible funding sources under this policy.

c) All unbudgeted recommendations must be reviewed and approved by Management Committee before the contract award report is presented to General Government Committee for approval.

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7. APPROVED SPENDING LIMIT EXCEEDS APPROVED BUDGET – Prior to Award

- 7.1 For the purpose of determining whether a project will exceed the approved budget, the Approved Spending Limit is defined as follows:

Contract Award, net of HST Rebate, plus Contingency

- 7.2 The report to General Government Committee must follow the Standardized Wording Template for Contract Awards & Follow-Up Reporting and clearly identify the following financial information regarding the over budget situation:

- Over budget amount
- Reasons for the over budget situation
- Source of funding for the over budget amount

8. EXPENDITURES EXCEED APPROVED SPENDING LIMIT – Subsequent to Award

Note: Only applies to awards over \$2,500

8.1 Spending Limit Exceeded by Less than \$75,000 – Staff Approval

- a) The following approvals and reporting are required:

Amount	Authority	Internal Report
\$0 - \$2,500	Project Manager	No
\$2,500 - \$25,000	Department Head	Yes
\$25,000 - \$75,000	CAO	Yes

- b) The original, signed report must be submitted to the Director of Finance/Treasurer.
- c) All contract awards that exceed the approved spending limit up to \$75,000, including the allocation of additional funding, will be reported to the General Government Committee through the closed capital accounts reports, which are required under the Capital Fund By-law.

8.2 Spending Limit Exceeded by Over \$75,000 – GGC Approval

- a) Preliminary Information Report – where practical, the report should be completed and presented to GGC prior to incurring the over expenditure, or at the earliest opportunity subsequent to the over expenditure.
- b) Final Report – once the project is complete, a final detailed report must be presented to GGC.

- 8.3 All internal reports and the General Government Committee report shall follow the Standardized Wording Template for Contract Awards & Follow-Up Reporting

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9. EMERGENCY CAPITAL EXPENDITURE OVER \$10,000

9.1 Total Expenditures Less Than \$75,000

a) The total expenditures, including the allocation of required funding, will be reported to the General Government Committee through the closed capital accounts reports, which are required under the Capital Fund By-law.

b) Reporting requirements are outlined in COR-WI-201 Emergency Purchases.

9.2 Total Expenditures Over \$75,000

a) A report on the total expenditures, including the allocation of required funding, must be presented to the General Government Committee once the emergency expenditure(s) are complete.

9.3 All internal reports and the General Government Committee report shall follow the Standardized Wording Template for Contract Awards & Follow-Up Reporting

10. WITHIN SPENDING LIMIT – TOTAL EXPENDITURES EXCEED BUDGET

10.1 Over Budget Less Than \$75,000

a) The following approvals and reporting are required:

Amount	Authority	Internal Report
\$0 - \$2,500	Project Manager	No
\$2,500 - \$25,000	Department Head	Yes
\$25,000 - \$75,000	CAO	Yes

b) The original, signed report must be submitted to the Finance budget contact.

c) The over budget amount, including the allocation of required funding, will be reported to the General Government Committee through the closed capital accounts reports, which are required under the Capital Fund By-law.

APPROVED: GGC 14 / 04 / 24 _____
 (AUTHORITY) (DATE) (SIGNATURE)

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Rob Ford, CMA, AMCT
Director of Finance/Treasurer

PREPARED BY: Dianne Valentim, B.Comm, CGA
Senior Financial Analyst

SUBJECT: Development Charge Reserve Fund – Treasurer’s Annual Statement

WARD(S): All

DATE OF MEETING: April 24, 2013

RECOMMENDATION:

That the report “Development Charge Reserve Fund – Treasurer’s Annual Statement” be received for information.

BACKGROUND:

The Development Charges Act, Section 43 (1) states that “The treasurer of a municipality shall each year on or before such date as the council of the municipality may direct, give the council a financial statement relating to the development charge by-laws and reserve funds established under section 33.” In addition, paragraphs 12 and 14 of Ontario Regulation 82/98 provide specific guidance with respect to the information to be included in the Treasurer’s annual statement.

In accordance with the Act and the regulations, attached is the 2013 Development Charge Reserve Fund Annual Statement.

DISCUSSION:

The attached Development Charge Reserve Fund Annual Statement provides the opening and closing balances of each service category maintained by the Town of Ajax, and reports transfers between service categories as applicable. Attachment 2 provides information, by capital project, of the development charge transfers made to capital accounts during the fiscal year, as well as other sources of financing provided to each project.

The closing balance as of December 31, 2013 is the cash balance in the development charge account. However, this balance does not consider committed funds for capital projects currently in progress. Therefore, the actual development charge funds available for future projects are less than the closing balance.

COMMUNICATION ISSUES:

Section 43 (3) of the Development Charges Act requires a copy of this report to be provided to the Minister of Municipal Affairs and Housing within 60 days from the date of presentation to council.

CONCLUSION:

The completion of the Development Charge Reserve Fund Annual Statement fulfills the reporting requirements of the Development Charges Act.

ATTACHMENTS:

ATT-1: Development Charge Reserve Fund Annual Statement

ATT-2: Development Related Capital Growth Reserve Fund Transfers

Dianne Valentim, B.Comm, CGA

Rob Ford, CMA, AMCT - Director of Finance/Treasurer

ATTACHMENT 1
Development Charge Reserve Fund Annual Statement
For the Town of Ajax - Town Services
For the Year Ended December 31, 2013

	Total	Development Related Capital Growth Studies	Fire Stations, Vehicles and Equipment	Transportation (incl Roads and related)	Operations (incl Works Yards and Equipment)	Parkland Development and Equipment	Major Indoor Recreation Facilities and Related	Libraries and Related (incl Materials)
Balance as of January 1, 2013	15,602,530	(66,431)	(1,963,758)	5,494,577	(316,977)	7,644,160	2,540,466	2,270,493
Plus:								
Development Charges Collections	9,100,105	103,517	347,112	3,890,009	300,247	1,819,283	2,193,675	446,262
Accrued Intererst	244,549	(551)	(21,928)	82,017	(2,998)	112,156	43,894	31,959
Repayment of Monies Borrowed from Fund and Associated Interest								
Subtotal	9,344,654	102,966	325,184	3,972,026	297,249	1,931,439	2,237,569	478,221
Less:								
Amount Transferred to Capital (or Other) Funds (ATTACHMENT 2)	3,425,437	37,880	-	1,632,973	32,764	1,442,191		279,629
Amounts Loaned to Other DC Reserve Fund								
Credit								
Monies Borrowed from Fund for Other Municipal Purposes								
SUBTOTAL	3,425,437	37,880	-	1,632,973	32,764	1,442,191	-	279,629
December 31, 2013 Closing Balance	21,521,747	(1,345)	(1,638,574)	7,833,630	(52,492)	8,133,408	4,778,035	2,469,085

ATTACHMENT 2
Development Charge Reserve Fund Annual Statement
For the Town of Ajax - Town Services
For the Year Ended December 31, 2013

DEVELOPMENT RELATED CAPITAL GROWTH RESERVE FUND TRANSFERS					
Capital Project	DC Reserve Fund Draw	Reserve Draw	Other Reserve Fund Draws	Other	Total
Description					
883711 Kerrison Drive Bridge & Road Construction	64,343				64,343
904411 ChambersDr-CarruthersCreek-Design	12,966	682			13,648
914811 Carruthers Trail - Kerrison / Rossland	8,761	893			9,654
916311 Rossland Rd-West Limit-Church	172,790	22,546			195,336
925411 Sportsplex Outdoor Rec - Construction	168,116	17,755		20,000	205,871
926711 Church St-Taunton to Rossland	54,330	8,296			62,626
930311 Sundial Audley/Rossland Parks	5,290	539			5,829
930511 Audley Trail Ph3-SWMP to Bayly	233,238	23,872			257,110
930611 Michaelman Drive Parkette	104,836	10,715			115,551
930711 Carruthers Trail-Kingston to Kerrison	86,220	8,404		134,334	228,958
931211 MUT-Salem-Achilles Bayly Design	544	60			604
931711 Bayly St E - Street Lighting	467,008	32,991			499,999
931811 Traffic Signals-Audley & Williamson	274,740	14,460			289,200
932011 Audley Reconstruction-Rossland to Kerrison	270,471	79,964		42,264	392,699
936911 Development Charge Study 2012	26,286	2,213			28,499
939011 Transportation Master Plan Update	11,594	23,603			35,197
942211 ARC - Additional Equip - Hybrid Pick-up	32,764	8,077			40,841
942811 Hwy 2 Rapid Transit Street Lighting	98,800	5,200			104,000
948511 Atherton Avenue Parkette	127,992	13,102			141,094
948611 Porte Road North Parkette	167,229				167,229
948711 Menkes Imagination NP - Design	16,162				16,162
948811 Duffins North (HEPC) Trail	125,660	22,550			148,210
949011 Castlefield NP - Hollier / Styles	398,689				398,689
949711 Street Lighting - Taunton Road	16,643	873			17,516
949811 MUT Salem - Achilles to Bayly	179,269	19,919			199,188
949911 Audley Reconstruction Design - Taunton/CPR	21,067	5,942			27,009
950811 Collection Growth Related - 2013	90,000	10,000			100,000
11409 Debt Repayment Reserve	189,629	-	-	-	189,629
Totals	3,425,437	332,656	-	196,598	3,954,692

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Rob Ford, CMA, AMCT
Director of Finance/Treasurer

PREPARED BY: Linda Morel, Buyer

SUBJECT: **Contract Award – Bulk Fuel**

WARD(S): All

DATE OF MEETING: April 24, 2014

REFERENCE: RFT No. T-257-2014 – Durham Purchasing Cooperative Group

RECOMMENDATION:

1. That Council award the contract for Bulk Fuel, to Suncor Energy Products Partnership in the estimated amount of \$533,845.90 (inclusive of all taxes) for a period of one year.
2. That Council authorize staff to renew the contract for an additional two, one year terms, pending an analysis and satisfactory performance review at the anniversary date of the contract, in the estimated amount of \$1,067,691.80 (inclusive of all taxes).

BACKGROUND:

The current contract for the supply and delivery of gasoline and diesel (bulk) fuel, expired at the end of March 2014. The Region of Durham on behalf of the members of the Durham Purchasing Cooperative Group, of which the town is a participating member, is responsible for issuing the Bid Documents for this commodity.

In February 2014 the Region of Durham proceeded with issuing a Request for Tender document for Bulk Fuel for a three year term, on behalf of all participating Durham Purchasing Cooperative Group members.

DISCUSSION:

Ten prospective bidders were notified of the bid opportunity. For the Town of Ajax requirements, bids were received back from three of these, prior to the closing on March 18, 2014 at the Region of Durham. Listed below is a summary of the acceptable bids received for the Town of Ajax's portion only:

NAME OF BIDDER	TOTAL TENDER AMOUNT
Suncor Energy Products Partnership	\$1,601,537.70
Bluewave Energy	\$1,616,691.10
Canada Clean Fuels	\$1,616,691.10

FINANCIAL IMPLICATIONS:

Funds for the supply and delivery of bulk fuel are provided for in each departmental operating budget each year.

COMMUNICATION ISSUES:

All applicable staff will be notified of the contract award.

CONCLUSION:

It is the recommendation of staff that Suncor Energy Products Partnership be awarded the contract for bulk fuel, being the lowest bidder meeting minimum specifications.

Linda Morel, Buyer

Rob Ford, CMA, AMCT – Director of Finance/Treasurer

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Tracey Vaughan-Barrett, Director of Recreation & Culture

PREPARED BY: Debbie Nickerson, Manager of Administration

SUBJECT: Ice Allocation Policy

WARD(S): All

DATE OF MEETING: April 24, 2014

REFERENCE: Ice Allocation Policy – 1998

RECOMMENDATION:

That the report entitled Ice Allocation Policy, dated 2014 be received for information; and,

- 1. That Council repeal the 1998 Ice Allocation Policy approved by Council.**
- 2. That Council approve the new 2014 Ice Allocation Policy.**

BACKGROUND:

The Town first introduced an Ice Allocation Policy in 1998, attached as ATT-1. The purpose of that policy was to outline the elements that were intrinsic in the formation of a fair and equitable allocation policy. The policy contains important principles that require further explanation in order to continue to allocate the Town's ice inventory. This is an essential document and is applied annually for the assignment of ice to our various user groups.

DISCUSSION:

As each season progresses, the needs of sport in our community grow and change. The Ice Allocation Policy responds to current and future trends that are occurring within ice sports, as well as operational requirements to support the delivery of ice services.

The new Ice Allocation Policy (" Policy ") attached as ATT-2 to this Report, has been expanded and re-formatted to make the document easy to read, understand and applicable to all groups.

The following items have been added and / or clarified in the Policy:

- all of the intrinsic elements listed on the introductory page of the former policy have been maintained throughout the new policy at the request of our current user groups, and out of respect for the values they hold as essential
- application of the diversity lens to enable new and emerging groups to access ice time

- new/emerging sport as a defined group
- requirement of verification as non-profit status group
- clarification to criteria that addresses supply and demand issues
- clarification of historical allocation process
- provisions regarding tournament allocation during supply and demand issues
- includes specifics such as prime ice definition, core season duration, standards of play that have changed to allow flexibility, booking guidelines
- adherence to the Department Code of Conduct

The Town has taken a proactive approach and will continue to have the ability to better allocate historical ice time, and where reasonable, to respond to communities of interest that may express the need to obtain facility time for new activities.

The attached Policy details the criteria, guidelines and procedures that will be followed.

FINANCIAL IMPLICATIONS:

The efficient and fair allocation of the Town's ice inventory protects the significant investment that is made in it.

COMMUNICATION ISSUES:

All Ice Community Groups were invited to comment and provide input to inform the process. This Policy has been presented to the Diversity and Community Engagement Advisory Committee and the Recreation and Culture Advisory Committee.

CONCLUSION:

The Ice Allocation Policy is designed to ensure that the allocation of ice time is administered in a fair, equitable and balanced manner. The updated Policy will increase the opportunities for new and existing groups to obtain and manage assigned ice time. This Policy will better outline and guide the process of ice allocation to maximize the use of Town owned facilities.

ATTACHMENTS:

ATT-1 Ice Allocation Policy 1998

ATT-2 Ice Allocation Policy 2014

Debbie Nickerson, Manager of Administration

Tracey Vaughan-Barrett, Director Recreation & Culture



ICE ALLOCATION POLICY

The current Ice Allocation Policy of the Town of Ajax Recreation & Culture Department was formulated to ensure that the allocation of ice is administered in a fair and equitable manner.

Presently the Town of Ajax allocates ice based on historical and community
We consider the following elements to be intrinsic to the formation of a fair ice allocation policy:

- 1) A priority listing headed by Ajax Recreation Services programs and children and youth affiliates.
- 2) The identification of an objective standard which recognizes numbers of participants.
- 3) To establish a clear level of service which the Town could offer to all user groups taking into account the supply/demand ratio.
- 4) Have the inherent flexibility to be able to react to future trends in ice program usage.

In addition, a system for allocation of ice must consider the following:

- 1) A primary commitment is made to provide game and/or program ice time on an allocated priority basis.
- 2) The Town of Ajax has no obligation to provide ice to non-residents.
- 3) Priority for ice is based on games and instructional programs.
- 4) Practice ice will be allocated after game time ice is allocated. Adults will only be allocated game time.
- 5) Priority for ice shall be given to all children and youth programs.
- 6) Ice for non-residents will only be provided once all the needs of the community groups are met.
- 7) Be fair and equitable and based on a consistently applied formula for the distribution of all ice time.

ICE ALLOCATION POLICY

PAGE TWO

The following priority list of user groups will be utilized in the allocation of ice on an annual basis.

- 1) Ajax Recreation Services programs
- 2) a) Recognized children and youth affiliates:
 - Ajax Minor Hockey Association
 - Ajax Figure Skating Association
 - Ajax Ringette Association
 - Durham West Girls' Hockey Association
 - Special Needs organizations
- b) Ajax based school teams
- 2) Adult leagues and individual users (minimum 80% residency)
- 3) Junior "A"
- 4) Private/commercial/non-resident users
 - Recognized children and youth affiliates in Ajax offering non-profit programs for children and youth must consist of at least 90% Ajax residents. Further, in order to be formally recognized, groups must file the following information annually with the Town of Ajax Recreation Services.
 - a complete list of players (including full address and telephone numbers)
 - season schedules
 - executive list
 - budget and annual statement
 - copies of minutes from executive meetings and Annual General Meeting

Those not providing this data would not be entitled to the minor association ice rental rate. Assignment of ice will be based on the previous year's actual registration figures for number of teams and/or participants. The Town of Ajax may adjust initial allocations after registration for children and youth affiliates in order to respond to annual growth or reduction. Organizations interested in obtaining additional ice time for new initiatives must request supplementary ice prior to program development.

ICE ALLOCATION POLICY
PAGE THREE

Ice Time Allocation Formula

The formula for ice time allocation will be as follows:

Game Time	<u>No. of Players</u> 16 5 min. flood)	$\times \frac{1}{2}$ (based on 2 teams)	$\times \frac{5}{6}$ (represents 45 min. game +
Practice Time	<u>No. of Players</u> 16	$\times 50\%$ (50% of practice time based on shared ice)	$\times \frac{1}{2}$
Practice Time	<u>No. of Players</u> 16	$\times 50\%$ (50% of practice time based on single team using ice)	

Note: All decimals have been rounded upwards.

Given the unique nature of figure skating, the following guideline would be used for ice time allocation purposes.

Pre-school	1 hour/60 skaters
Canskate	1 hour/60 skaters
Junior	1 hour/8 skaters
Intermediate and higher	1 hour/6 skaters
Senior	1 hour/6 skaters
Precision	1 hour/team
Adult	1 hour/40 skaters
Any remaining ice time would be made available on the basis of annual growth to organizations and will be shared on an equitable basis.	

RECREATION & CULTURE

ATT-2

SUBJECT: DRAFT Ice Allocation Policy

PREPARED BY: Debbie Nickerson, Manager of Administration

APPROVED BY: Town of Ajax Council, Monday April 29, 2014 (proposed)

POLICY STATEMENT

The Town of Ajax values an active and engaged community and encourages participation in ice sports and programs that benefits the greater community. It is the policy of the Town to ensure that allocation of Town ice is administered in a fair, equitable and balanced manner. The Ice allocation policy will maximize the utilization of facilities and be approached in a consistent and transparent manner while being responsive to community need.

OBJECTIVE

This prime time ice allocation policy is required to respond to current demand, projected growth, changing utilization patterns, shifting demographics, market supply and the optimal management of the Town's ice inventory.

SCOPE and RESPONSIBILITY

The purpose of this policy is to outline the allocation processes and responsibilities of the Town of Ajax and the Community User Organizations (User groups) with respect to the fair and equitable distribution of prime time ice.

The Town will responsibly manage its ice facility resources to ensure optimal usage and programming, to reflect department and corporate strategic directives, and to minimize risk and operational issues. The Department is responsible for the issuance and oversight of all ice permits.

This policy applies to all ice surfaces owned, leased, operated and/or scheduled by the Town and will be administered by the Recreation & Culture Department (Department).

It is the responsibility of the Department to administer the policy and ensure it is followed to the fullest extent. It is the responsibility of the ice user organizations to adhere to the policy, provide documentation as outlined in this policy, and to provide representatives to attend meetings and permit facilities on their behalf.

This policy applies to the weekly distribution of prime time ice for a 28 week, core winter season. Summer ice and shoulder season ice will be allocated on an as needed, as available basis.

The Winter season typically begins the 2nd week of September, however the timing of the Easter holiday weekend can occasionally shift this weekend, and is negotiated by the Department and User groups to determine the start and end of the season. User groups are required to commit to the full winter ice season.

Prime time is determined as:

Monday to Friday	Arena 1 and 3	5:30 p.m. to 11:30 p.m.
	Arena 2 and 4 / Village	6:00 p.m. to 11:00 p.m.
Saturday and Sunday	Arena 1 and 3	6:30 a.m. to 11:30 p.m.
	Arena 2 and 4 / Village	6:00 a.m. to 11:00 p.m.

Department staff have the responsibility to manage the allocation and distribution of ice on an annual basis to reflect population, registration, demographics, utilization and participation.

This policy will outline the decision making criteria determining the allocation guidelines and permit administration processes.

PROCEDURES AND GUIDELINES

Sport Organization definition

The Town recognizes the contributions of residents towards the development and operation of ice arena facilities and in this regard Ajax residents are recognized with a higher access to prime ice. The Town also recognizes priority for children and youth programs in the prime hours of ice, also with consideration to adult groups.

Groups who access ice allocation are defined as follows:

Public skating / Town operated events
Community Ajax Youth Groups (non-profit)
Community Ajax Adult Groups (non-profit)
Community Ajax Youth / Adult groups – tournaments and events
Occasional resident users / Commercial Users
New Organization / Emerging Sport
Boards of Education – LOSSA, high school and elementary use
Non-Resident Groups

To be formally recognized, all user groups must submit the following to the Town:

- ❖ a copy of previous season registration roster, by age, level and address
- ❖ season schedules - previous year
- ❖ executive list (including ice scheduler contact name)
- ❖ annual financial statement - previous year
- ❖ copies of minutes from Annual General Meeting
- ❖ certificate of required, appropriate insurance coverage
- ❖ verification of status as “ non profit”

Eligibility criteria to be recognized for allocation will be considered as follows:

Ajax Youth Groups:

Ajax children and youth groups/leagues will be given first priority. Community groups offering children and youth programs must consist of at least 85% Ajax residents. Final permits will not be issued until the required items are received in the Facility Booking Office

Ajax Adult Groups:

Ajax adult groups or leagues will be permitted next. Community groups in Ajax offering programs for adults must consist of at least 80% Ajax residents. Final permits will not be issued until the required items are received in the Facility Booking Office.

Occasional and Commercial Users:

Where available, ice will be permitted to occasional resident, commercial, or non-resident users. It will be the responsibility of these groups to submit a permit application and any appropriate documentation, including a certificate of acceptable insurance coverage.

Emerging Sport / Growth:

The Town will make best efforts to assign ice using standards of play and historical usage, however to ensure maximization, the Town reserves the right to reduce, re-assign or reallocate time particularly when demand exceeds supply and/or new and emerging groups are seeking access.

Where there is a new user group requesting facility space, and if there is already an existing user group meeting similar needs in the community, the Department will direct the new group to the existing user's group for the co-ordination of the programming.

Growth in programs or services, from existing and/or new community groups will be accommodated only to provide for unmet community needs. If the group's proposal can demonstrate the need for a new program or service that does not adversely affect any existing user, allocation of ice hours will be considered. An increase in allocated hours will only be considered when ice hour deficits do not exist.

In the case where demand for ice exceeds the available supply, the Department will apply criteria to include, but not be limited to, a group's status as an affiliate to the Town, percentage of residency, and/or addressing the programming needs of a community of interest identified in the Town's Diversity and Community Engagement Plan.

When reasonable and feasible, the Department will recognize a new ice organization or emerging sport, and will allocate time to enable it to establish programs and services. Allocation priority may depend on a group's status as a Community Group Affiliate. The Department will use unallocated ice time first to meet the needs of a new applicant and will work with existing user groups to explore a potential reallocation of their hours.

Ice Time Allocation guidelines:

The Town will maintain and review annually, with the users, an allocation chart documenting the historical usage and assignment of ice hours. The assignment of ice to the organizations will be based on the previous year's actual registration numbers for number of teams and/or participants. Consideration will first be given to previous year's permit holder for the ice time. In this regard, the Town and the User groups can begin the early planning for the ice season with the mutual assurance of having the same access to the ice. This initial allocation information will be presented at the annual ice user meetings in April and June. There may be an adjustment to initial allocations after the current year's registration occurs for Ajax youth groups, in order to respond to growth, reduction or change. Notification of any anticipated changes should be provided at the annual ice user meeting.

It is recognized that from time to time some organizations may be interested in obtaining additional ice time for new initiatives, extended programming or league expansion. Such supplementary requests for time must be made in writing prior to program development, marketing and registration.

Leagues that do not meet the 85% residency criteria will be considered for game slots after Ajax based - leagues that meet the 85% residency criteria have been permitted.

If necessary, due to saturated ice inventory, game and instruction hours will be considered first, and practice time hours will be allocated after all game times have been permitted. Adults will only be allocated game time.

The Department will permit tournaments based on the availability of weekend time after core program season needs have been considered and allocated.

Tournaments and Special Events:

The Town of Ajax supports special programs such as tournaments and special events. These programs provide revenue generating opportunities to both the organizers and the Town of Ajax as well as economic spin off to the community at large. Generally, tournaments and special events are competitions hosted by our User groups. They may include events of regional or provincial significance. Tournaments may also be hosted by seasonal clients such as Men's or Women's hockey leagues. Special events may not be limited to competitions and may also include trade shows, exhibitions, conventions or shows. Typically, tournament and special event ice time is allocated above and beyond group's regular season allocation, with consideration to the effects they may have during the 28 week service provision of the core regular ice season.

Ice Time Allocation

The formula for ice time allocation will be based on league registration (85% residency), number of participants per team, season schedules, and category of play.

The Town recognizes the potential for different levels of competition play within our sports each requiring a different allocation of ice time.

Game slots will be based on the respective sport requirements set out by the governing sport body.

Game time is based on 2 teams, Practice ice time in younger house league ages (tyke, novice, bunny) is shared by 2 teams, practice time for representative sport older age groups is based on single team using the ice.

Level of Participation	Age Qualifier	Players per Team (average)	Weekly Entitlement
House League Level Hockey/Ringette	All ages/levels of the House League program	16	1 hour per Team
Select League Level Hockey/Ringette	All ages (Select League is comprised of House League Players)	16	2 hours per Team
Representative Level Hockey / Ringette (AE, A, AA, AAA - Boys) (B, BB, C – Girls)	Up to/Incl. Age 11 (Minor Pee Wee and below)	16	3.5 hours per Team
	Age 12 + (Pee Wee and above)	16	4.5 hours per Team

Given the unique nature of figure skating, the following guideline would be used for ice time allocation purposes.

Pre-school	1 hour / 40 skaters
Canskate	1 hour / 50 skaters
Junior	1 hour / 14 skaters
Intermediate and higher	1 hour / 8 skaters
Synchronized	1 hour / 6 skaters
Precision	2 hour / team

Rates and Fees:

On an annual basis, the Town of Ajax will establish a schedule of rates and fees for all facilities. (Fees and Charges By-Law). User groups will receive notification of the fee schedule upon approval by Council.

Booking Guidelines:

Each organization shall assign a designate to attend meetings and represent their interests regarding ice needs. This individual shall be the Ice Scheduler or President, and only these representatives have the authority to confirm their organization's facility requirements.

All requests shall be received using the Department Ice User application forms, and by the set deadlines. Application dates are set each year and consider the proper amount of time for organizations to coordinate schedules with their sport governing bodies.

Once the ice times have been allocated and prior to use, the Ice Scheduler will be required to sign permits, provide proof of appropriate liability insurance where required, and make full payment by the respective deadlines. Failure to comply may result in loss of permit.

Ice Return / Transfers / Trades:

From time to time, due to unforeseen reasons, user groups may not be able to fulfill their whole allocation of assigned hours for the season. The Town will make every effort to find another user and, on a temporary basis, re-assign the hours for their use. If the Town is unable to re-assign the hours to another group, the original permit holder will be responsible for the payment of the contract.

The return of ice will occur one year at a time. Should the return of ice occur for a group for two concurrent seasons, the Town will re-assign these hours as "available" to other user groups.

If a group is unable to use hours on a permanent basis, the Town and the user group will negotiate the appropriate amount and type of hours that will be returned and are "available" for other users.

User groups may not, under any circumstances, trade, sublet, lease or exchange hours amongst other groups without the knowledge or permission of the Town.

Cancellation / Revocation:

Cancellation or revocation of permits may occur at the discretion of the Town, where a permit holder :

- fails to make payment for permits
- conducts themselves in a manner which is not considerate of other users or residents
- causes damage to the facilities and/or equipment
- fails to leave the facilities clean and in a litter-free condition
- fails to adhere to permit start and end times
- conducts illegal activities in facilities and/or in contravention of Town policies or By-Laws
- makes false representation of the user group's purpose, membership or affiliations
- is not in compliance with the Department's Code of Conduct

Insurance Coverage:

It will be the responsibility of all groups to provide and maintain General Liability insurance as determined by the Town. A Certificate of Insurance satisfactory to the Town shall be provided as proof that insurance is acceptable and valid for the duration of the permit. All groups shall indemnify and hold harmless the Town of Ajax for all losses, costs, damages, charges and expenses whatsoever that may be incurred, sustained or paid by the Town of Ajax resulting from the negligent acts, omissions and /or breach of contract in the performance of the group's obligations under the permit. The certificate of insurance must be submitted with initial ice requests.

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Brian Skinner, Chief Administrative Officer

PREPARED BY: Marilou Murray, Manager of Strategy, Communications & Policy
Tracey Vaughan-Barrett, Director of Recreation & Culture

SUBJECT: **Toronto 2015 Pan Am Municipal Designation Program**

WARD(S): ALL

DATE OF MEETING: April 24, 2014

REFERENCE: GGC Report – November 21, 2013
GGC Report – July 4, 2013
GGC Report - July 5, 2012
GGC Report - March 22, 2012

RECOMMENDATION:

That staff be authorized to enter into discussions with TO2015 to become an official “GOLD” designated Municipality of the 2015 Pan Am Games through the Municipal Designation Program.

BACKGROUND:

The Toronto 2015 Pan Am/Parapan Am Games (TO2015) will be the second largest multi-sport festival in the world behind the 2012 Summer Olympics.

The Town of Ajax is proud to be a part of the Games as the host municipality for baseball and softball events. These sports are considered to be high spectator, premier events that will attract thousands of visitors to the Town from around the world.

To increase awareness and to build excitement within host municipalities, TO2015 has created a Municipal Designation Program. The opportunity has been created for host municipalities to access additional rights and benefits from TO2015 in exchange for support throughout the Games.

Municipalities are able to opt into one of four levels: Viva, Bronze, Silver or Gold. This support will be in the form of financial and in-kind contributions.

The major components of each program level are:

	Viva	Bronze	Silver	Gold
Designation	Municipality	Host Municipality	Venue City/Town	Official City/Town
Wayfinding	Venue	Venue corridor 2 km from venue	Core Corridor 5 km from venue	City wide 10 km from venue
Look of the Games	Venue	Venue corridor 2 km from venue	Core Corridor 5 km from venue	City wide 10 km from venue
Celebration site		Opening ceremonies	Celebration at opening/ closing/venue operations	Festival celebration throughout the Games
Torch Relay		2 hours, 1 position	4 hours, 2 positions Programmed celebration	8 hours, 4 positions 2 Programmed celebrations
Tickets		10 per day	25 per day	50 per day
Mascots		Limited access	Use of imagery, 1 appearance/year (2 appearances in total)	Use of imagery, 2 appearances/year (4 appearances in total)
Sponsor Services			Access to ticketing program, hotel, accreditation, sponsor workshops, video footage, volunteer names to front of list, 2 all access passes, 2 tours of athletes' village	Access to ticketing program, hotel, accreditation, sponsor workshops, video footage, volunteer names to front of list, 4 all access passes, tours of athletes' village, access to transportation/parking and social media presence during the Games.
Special Programs				Designated "Municipality" day supported by broadcast and print

DISCUSSION:

Staff are recommending that Council approve our participation in the TO2015 Municipal Designation Program and that staff seek the "Gold" designation. The Gold level will allow the Town to have a high level of exposure, visibility and branding recognition, and create a welcoming and warm environment for residents and visitors.

As a major Games location and host of premier events, it was always our goal to create enthusiasm and interest in the community, build awareness through wayfinding and signage, and deliver celebration events up to as well as during the Games. The financial cost to implement such a program is the sole responsibility of the Town. The opportunity to now leverage the TO2015 Municipal Designation Program allows us to access additional rights and benefits for the programming we are going to implement.

Staff have compared the requirements and criteria of the TO2015 Municipal Designation Program to our programming and have merged liked efforts. The following sections review each component in detail and our proposed commitment.

Wayfinding Signage

The signage will be used to assist with navigation to the President's Choice Ajax Pan Am Ball Park and ensure that visitors find it easy to maneuver throughout Ajax. In addition, wayfinding signs will be used to direct and notify residents of closures or detours. Sign types include directional, identification, and information. Exact locations will be determined through discussions with TO2015 and the Ministry of Transportation, and based on the Transportation Master Plan and the Local Area Transportation Delivery Plan currently being developed. At this time, the exact cost of the signage is unknown, however, TO2015 is committed to working with municipalities to ensure signage requirements meet municipal expectations as per the Municipal Service Agreements.

Look of the Games

Creating the "look of the Games" in Ajax will build awareness and excitement throughout the Town that we are an official Pan Am host community. Typical treatments include but are not limited to: banners, flags, building wraps, arena boards and decals. In total, we have identified 500 banner locations along major corridors and tourist areas, however, this number may increase to up to 770 if a sponsorship banner program is feasible. Locations of the banners will continue to be reviewed until such time that the transportation routes are confirmed. However, tentative corridors would include, but are not limited to, sections along Westney Road, Hwy 2, Salem Road, Harwood Avenue and Rossland Road. The hardware that will be put in place will be able to be reused for future initiatives. In addition to major transportation corridors, staff are recommending bringing the look and feel of the Games to municipal facilities and key locations in Town, such as Town Hall/Recreation Centres, business corridors, Ajax Go Station and 401 ramps.

Torch Relay

The Pan Am Torch Relay is tentatively scheduled to be in Ajax for the entire day on Saturday, June 6, 2015. Ajax would receive four (torch bearer) positions on the torch relay route and eight hours of celebration which would include two individual celebrations if we become a Gold designated municipality. Planning is currently underway for this event.

Community Events / Celebration Site

Recreation & Culture will lead a series of Games-related events and community engagement opportunities leading up to and during the Games.

On July 10, 2014, the Town will present "Viva La Noche Ajax" (Live Night Ajax) to mark the One Year Countdown to the Pan Am Games. Staff are developing the programming and logistics for this evening event that will take place at the Audley Recreation Centre Park from 6 – 10 p.m. In

keeping with the theme of the Pan Am Games, the event will include sport and cultural activations, interactive demonstrations and try-it activities, as well as themed food offerings, cultural performances, children's activities, arts and crafts, buskers, and a Pan Am Sports Village showcasing local sport organizations that fit within the Pan Am sports program. The event will end with a high energy headliner evening concert. Costs associated with the One Year Countdown event have not been captured in the Designation program.

In 2015, staff are also developing a number of community celebrations including Pan Am Day in Canada, an event planned for 41 days prior to the start of the Pan Am Games, commemorating the 41 countries participating in the Games. This event coincides with the launch of the Pan Am Torch Relay being held on June 6, 2015. Opening and closing community celebrations have also been discussed, as well as an arts and cultural component during the Games which will include a performance-type event at the St. Francis Centre. This arts and cultural component would be in addition to summer events already occurring during Games-time such as Music in the Square, Kids in the Square and Movies in the Park. Staff are waiting for confirmation from TO2015 regarding ticketing information and transportation logistics through the Transportation Master Plan, in order to finalize and confirm details for these events as this information may have an impact on the planning and delivery of community celebrations.

Municipal Designations to date:

Municipality	Level
Toronto	Gold
Markham	Gold
Caledon	Gold
Hamilton	Gold
Welland	Gold
St. Catharines	Gold
Mississauga	Silver
Milton	Silver
Oshawa	Bronze
Whitby	Viva
Minden Hills	Viva
Oro-Medonte	Viva
Innisfil	Viva
Burlington, Mono (Practice Venue Sites)	Viva

Benefits of Designation

There are many benefits to the Town as a result of participating in the Municipal Designation Program, based on the level of your designation program. A gold designation will include increased tickets for Pan Am sporting events, full access to sponsor services, mascot appearances to increase the profile in the community, media and advertising exposure and a special municipal designation day.

Staff will seek opportunities for the Municipal Designation Program to be funded from corporate sponsorship and fundraising. This will be sought in consultation with TO2015 and will be based on the sponsorship guidelines that have been established, which can be limiting in who can be approached for funding.

FINANCIAL IMPLICATIONS:

Staff estimate the costs as follows:

Municipal Designation Program Items	GOLD Designation Estimated Costs
Wayfinding (within 10 km of the President's Choice Ajax Pan Am Ball Park)	\$5,000 (Town's Portion)
Look of the Games – Town Wide	\$91,000 (banners, hardware, installation) \$40,000 (promotional signage – 401 wraps, decals, etc.) ** subject to sponsorship support, therefore is not reflected in the total
Celebrations / Community Events	\$36,500 ** Opening/Closing Ceremonies, Torch Relay, Cultural event, Parapan Torch support, Pan Am Day. Recreation & Culture will use incorporating a Pan Am theme into existing programs and events.
Total	\$132,500

Staff will seek sponsorship for events and promotional signage, where possible in order to offset related expenses. Items related to the Municipal Designation program were outlined in the (New/Expanded Programs and Initiatives) for 2015, approved by Council in 2014.

COMMUNICATION ISSUES:

NA

CONCLUSION:

There are many benefits to the Town as a result of participating in the Games and in the Municipal Designation Program. The Town has the opportunity to establish a community legacy for sport development; increase tourism; establish a community legacy for volunteer capacity for future event hosting; provide an interactive opportunity for residents to get involved in an international, multi-sport games; and generate interest in Ajax as a host location for other large events.

Marilou Murray, Manager of Strategy, Communications & Policy

Tracey Vaughan-Barrett, Director of Recreation & Culture

Brian Skinner, Chief Administrative Officer

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Brian Skinner
Chief Administrative Officer

Sharon Dunn
General Manager, Human Resource Services

PREPARED BY: Sharon Dunn
General Manager, Human Resource Services

SUBJECT: **Succession & Talent Management**

WARD(S): All

DATE OF MEETING: April 24, 2014

REFERENCE: Excellence in Service Delivery and Governance

RECOMMENDATION:

That the Succession & Talent Management report be received for information.

BACKGROUND:

Identifying and developing leadership talent is a critical business need in the workplace. Today's work environment is in constant flux, making rapid change the new normal for employees and leaders. Continued success requires visionary leaders, exceptional talent at all levels and the right strategies to keep talent current, motivated and focused. Talent Management is a deliberate and systematic effort to ensure we continue to provide opportunities at all levels to build the capability needed to deliver on the corporation's strategic priorities.

Since approximately 2002, the corporation has taken a deliberate process of reviewing current talent and providing development opportunities to ensure staff continue to broaden their skills and are better prepared to assume positions of greater responsibility when the opportunity arises.

Since that time 25 employees identified during this process have advanced. Additionally, over the course of the last four years, or since 2010, approximately 40% of the full-time vacancies have been filled internally.

The traditional approach of managing careers and leader succession is no longer linear. Leading research indicates that acquiring a broad range of portfolio experiences and competencies (technical and leadership) is required to successfully lead in today's changing environment.

The Talent Management review process is an important component to informing the learning and development needs of the corporation in order to ensure the next generation of leaders are proactively developed to assume leadership positions throughout the corporation. Human Resources will continue to work with departments to identify development opportunities to continue to build bench strength. As well, funding to support leadership development initiatives for identified high potential employees is discussed and allocated through the Corporate Training Account.

Discussion:

As part of the development of a new Human Resources Strategy, talent management and succession planning are focused under two of the four the key priorities :

- Attract and retain qualified and diverse talent and
- Organization Effectiveness

In 2013, the talent management policy was updated and several initiatives were undertaken by human resources to better support the talent management program and inform the design and selection of learning and leadership development programs. The initiatives included a review and update of the performance management program and competencies.

The existing nine (9) core and one (1) leadership competencies (previous called critical success factors) were reviewed to see if they were still relevant. A cross section of managers and management committee engaged in several discussions to update the competency framework. As a result of these session, (7) core and (3) leadership competencies were approved to better reflect of the needs of the corporation going forward for the next few years and to support the long term strategic priorities.

<i>Existing Core Competencies</i>	<i>New Core Competencies</i>
Technical & Professional Competence	Customer Service
Work Habits	Technical & Professional Competence
Customer Service	Communications
Interpersonal Skills	Teamwork
Communications	Initiative
Self Development	Effective Decision Making
Administrative & organizational	Accountability
Occupational Health & Safety	
Accountability	

<i>Existing Leadership Competency</i>	<i>New Leadership Competencies</i>
Coaching/Leadership	Coaching, Leading & mentoring
	Building Collaborative Relationships
	Strategic Thinking

The Performance Management Program was also updated from a three point rating scale (Not Achieved, Further Development Required, Achieved) to a four point rating scale of (Unsatisfactory, Needs Development, Meets Expectations and Exceeds Expectations) in order to recognize employees that exceed expectations on a regular basis.

The Individual Training & Development Plan (ITDP) was also updated to include a career discussion section so that development plans and programs could be linked to current accountabilities, but also to career aspirations where possible. The addition of career

discussion section, will better inform the training strategy and workforce planning and succession development initiatives.

Succession Planning Discussions

The succession planning process for talent review discussions was also updated from a committee of three to a new model comprised of the CAO, Human Resources and all Directors. The purpose of this change was to recognize candidates more broadly by discussing transferrable skills/experiences required for the future, instead of focusing on linear career paths and succession defined through a linear set of roles. Building a portfolio of leaders, with key leadership skills, through leading approaches (such as stretch assignments/secondments), rather than a set pipeline allows for non-traditional candidates to emerge and move into non-obvious roles – bringing new ideas, approaches and networks to bear.

A review of our current talent shows that over the next five years approximately 63% of senior management, 25% of supervisory team will be eligible to retire from the corporation. These high numbers are consistent with what other municipal counterparts have reported. This also highlights the need for the corporation to ensure our human resources practices are current and competitive in order to attract and retain qualified talent to deliver on strategic priorities.

Due to our flat structure, several managers have experienced a linear career path within the organization. The strong technical skills exhibited that made them successful in the past, are not necessarily the same competencies required to make the leap to an executive or leadership position. The skills required for senior roles today need to include a portfolio of competencies including the ability to be strategic, analytical, encourage and coach others to see the long term potential of the organization; ability to question traditional assumptions, produce new approaches and insights; and encourage others to change inefficient work practices. These skills are often no longer attainable through a defined or linear career path. In specific circumstances, there will be a necessity to conduct an external search.

After a fulsome review of management talent is complete, a confidential summary is prepared by Human Resources. A review of the current talent pool indicates that approximately 70% of positions have identified talent that would be considered.

Individual training and development plans will continue to be made to provide opportunities where possible for stretch assignments, secondment opportunities and leadership development. Additionally, employees should be encouraged to consider lateral moves internally as an opportunity to broaden skills and knowledge. Future recruitment efforts will also focus on hiring capability beyond current role accountabilities, where feasibly possible.

FINANCIAL IMPLICATIONS:

Corporate and department training programs are critical to ensuring we invest in our employees and prepare them for future opportunities as they arise. A review of these needs will inform the budgeting process for various programs.

CONCLUSION:

The corporation will continue to evolve its talent review process and look for opportunities to continue to grow leadership talent through leading and best practice traditional approaches. Opportunities will be available for those who have the desire and motivation to advance, exhibit leadership competencies and have the capacity to take on broader and more complex roles.

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