

The Corporation of the Town of Ajax

## SPECIAL COUNCIL



Thursday, December 4, 2014

**9:30 a.m. – 4:30 p.m.**

Friday, December 5, 2014

**8:30 a.m. – 5:15 p.m.**

Town Hall, River Plate Room

65 Harwood Avenue South, Ajax

## PRESENTATIONS

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. **Council / Management Community Action Plan - Planning Workshop**

DATE	AGENDA ITEM	LEAD
Thursday December 4, 2014	DAY ONE	
9:30 - 9:45 am	Welcome, Introductions and Opening Remarks	Mayor Parish & Brian Skinner
9:45 - 10:15 am	Workshop Introductions/Objectives <ul style="list-style-type: none"><li>• Agenda Review</li></ul>	Susan Wright
10:15 - 10:45 am	Constituent Feedback Overview/ Discussion Customer Polling; Virtual Town Hall; Customer Feedback; Election Canvassing & Perspectives from Constituents	Susan Wright Council
10:45 - 11:00 am	BREAK	
10:45 am - 12:15 pm	<b>Financial Overview</b> <ul style="list-style-type: none"><li>• Opportunities &amp; Challenges Moving Forward</li></ul> <b>Planning and Development Overview</b> <ul style="list-style-type: none"><li>• Growth, Demographics and Diversity</li><li>• Planning &amp; Economic Development</li><li>• Traffic, Transportation and Related Infrastructure</li></ul>	Rob Ford Paul Allore
12:15 - 1:00 pm	LUNCH	
1:00 - 1:30 pm	2015-2018 Staffing Forecast	Sharon Dunn
1:30 - 4:30 pm	In-Camera Human Resource Matters	Brian Skinner

DATE	AGENDA ITEM	LEAD
4:30 pm	ADJOURN	
<b>Friday, December 5, 2014</b>	<b>DAY TWO</b>	
8:30 am - 12:00 pm	<b>Staff Presentations/Council Discussion</b> <ul style="list-style-type: none"> <li>• <a href="#">Stormwater User Rate</a></li> <li>• Other Important Topics <ul style="list-style-type: none"> <li>-Veridian</li> <li>-Fair Representation</li> <li>-Duffins Creek Water Control Pollution Plant</li> <li>-Waterfront</li> <li>-Whistle Blower Policy</li> <li>-Health of our BIA's</li> <li>-Clements Rd Landfill Site - Post Closure Monitoring</li> <li>-Garbage Campaign</li> <li>-Accessible Green Spaces in Downtown (and use of cash-in-lieu of Parkland)</li> </ul> </li> </ul>	Staff/Council
12:00 -12:45 pm	LUNCH	
12:45 - 3:15 pm	<b>Setting Our Strategic Direction</b> <ul style="list-style-type: none"> <li>• Summarizing Key Strategic Challenges</li> <li>• Defining Strategic Objectives <ul style="list-style-type: none"> <li>-New or Existing Objectives-are there any areas that require more support</li> </ul> </li> <li>• Defining Strategic Outcomes (2015-2018)</li> </ul>	Susan Wright
3:15 - 3:45 pm	<b>Moving Forward/Next Steps</b> <ul style="list-style-type: none"> <li>• Process: Actions and Time Lines</li> <li>• Defining priorities for Year 1 &amp; 2 (2015-2016)</li> <li>• Communications &amp; Consultation Plan</li> </ul>	Susan Wright
3:45 - 4:00 pm	BREAK	
4:00 - 5:00 pm	<b>Budget Builder Survey Results &amp;</b> <a href="#">General Levy Forecast</a>	Rob Ford
5:00 - 5:15 pm	<b>Closing Remarks</b>	Mayor Parish & Brian Skinner
5:15 pm	Adjourn	

# Financial Overview



# Topics

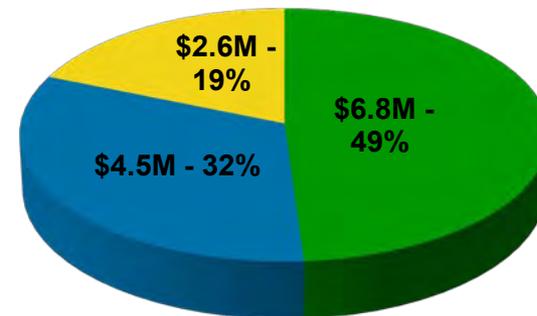
- 1) Financial Sustainability Plan – Overview
  - a) Discretionary Reserves
    - Capital and Stabilization
    - Budget Allocations & Allocation of Surplus
    - Historical Statistics
  - b) Long Term Debt
    - Use, Terms, Internal vs. External, etc.
    - Limit on Total Debt Outstanding
    - Statistics
  - c) Future Updates
    - Timing & Scope
- 2) Future Financial Challenges & Opportunities



# FSP - Discretionary Capital Reserves

- Eleven reserves that fund all capital projects over \$10,000
  - Seven reserves (mainly infrastructure) are active funding sources
  - One reserve is a contingency that funds unbudgeted expenditures
  - Three reserves are not active; main one being Post Growth Capital
- Spending cap guideline applies to six of the seven active reserves
  - Annual spending is “capped” at 65% of a reserve’s budgeted revenue
  - Is a “soft”, not a “hard” cap; may be exceeded in some years
  - In current capital budget/forecast, 93% (28 of 30) were within the cap

- Capital Reserves receive their annual funding from three sources:



- Slots Revenues
- General Levy
- Veridian Revenues

# FSP – Discretionary Reserves

## Stabilization Reserves



### 1) Election

- Fully covers all costs related to the municipal election
- Funded by annual General Levy Budget allocation

### 2) Stabilization

- Balance is fixed at 5% of prior year's Net Revenues
- Current balance is \$4,259,600
- Use of the reserve is restricted to:
  - Budget - offset tax increase due to extraordinary events
  - In Year - offset an overall annual operating deficit

## Annual Budget Allocation

- Increase annually by a minimum of 25% of assessment growth
- Approved at same time as Capital Budget/LRCF
- Cannot be changed as part of Operating Budget approval

# FSP – Discretionary Reserves

## Allocation of Interest Income

- All general levy interest income above \$781,100 (2013 budget) is allocated to Discretionary Capital Reserves

## Supplementary Tax Revenue

- Annual budget cannot exceed \$500,000
- Any surplus is allocated to the Post Growth Capital Reserve

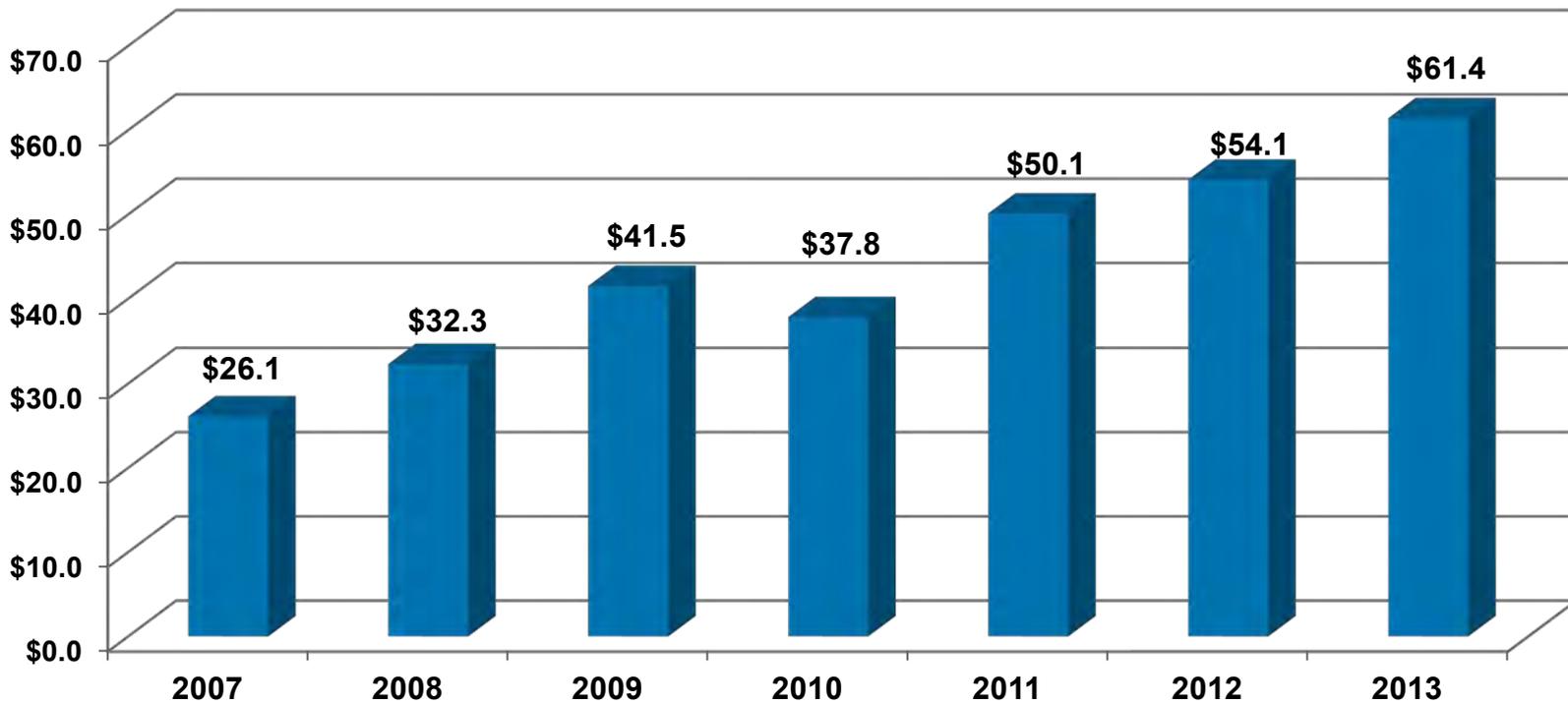


## Allocation of Operating Budget Surplus

- First allocation (if required), is to restore the Stabilization Reserve to its required balance
- Allocation of remainder of surplus to reserves is based on recommendations by Director of Finance/Treasurer
- Recommendations must be reviewed and approved by Council

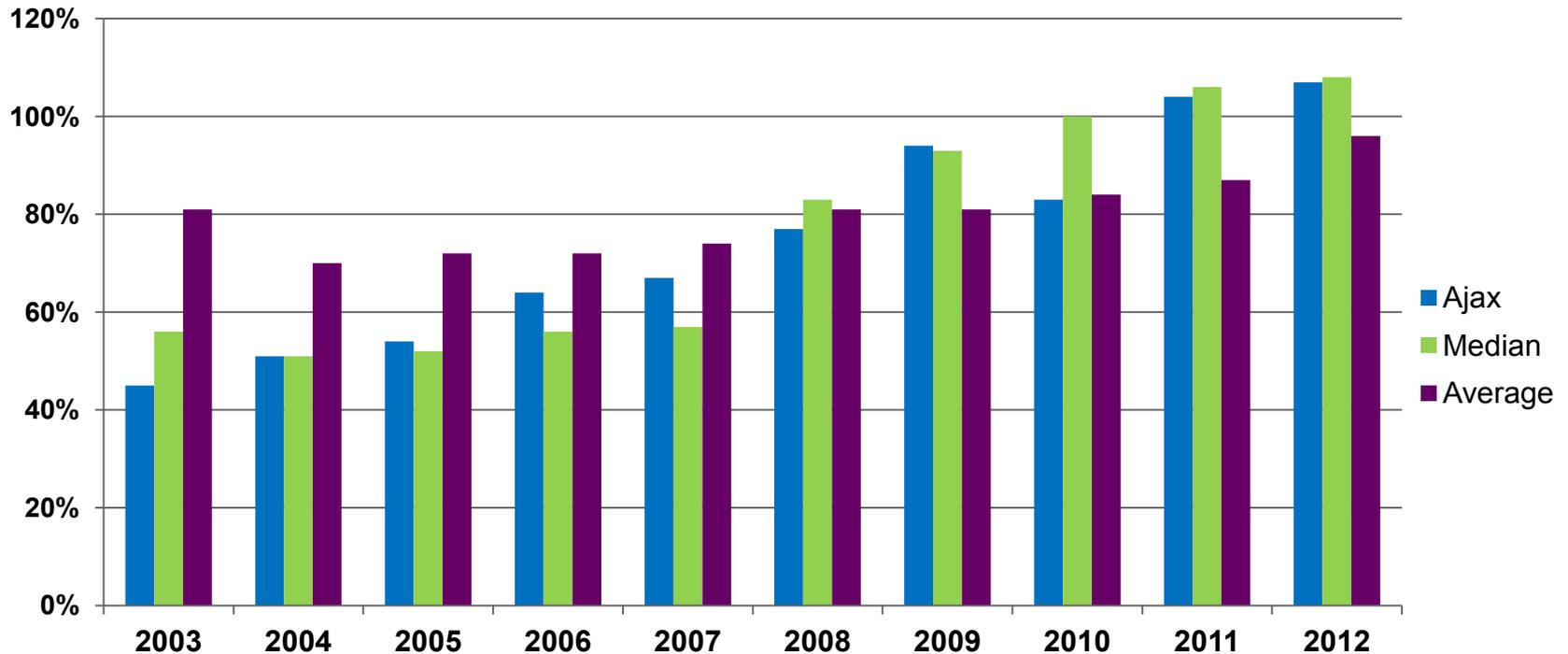
# Total Discretionary Reserves

**Total Reserves as at Dec. 31**  
(in Millions of Dollars)



# Discretionary Reserves - Comparisons

## Discretionary Reserves as a % of Taxation



# FSP – Long Term Debt



## Uses

- 1) Construction of new buildings
- 2) Expansion or major repurposing of existing buildings

## Term

- Continues current practice of 15 year terms
- Subject to a number of factors, may recommend 10 or 20 year; subject to Council approval

## Maximum Debt per Project

- Cannot exceed 30% of the total cost of construction

## Use of Tax (a.k.a. Budget) Room from Retired Debt

- Room is created from elimination of annual debt payments
- Must be converted to general levy reserve allocations to:
  - 1) Debt Repayment Reserve and/or
  - 2) Building Maintenance Reserve

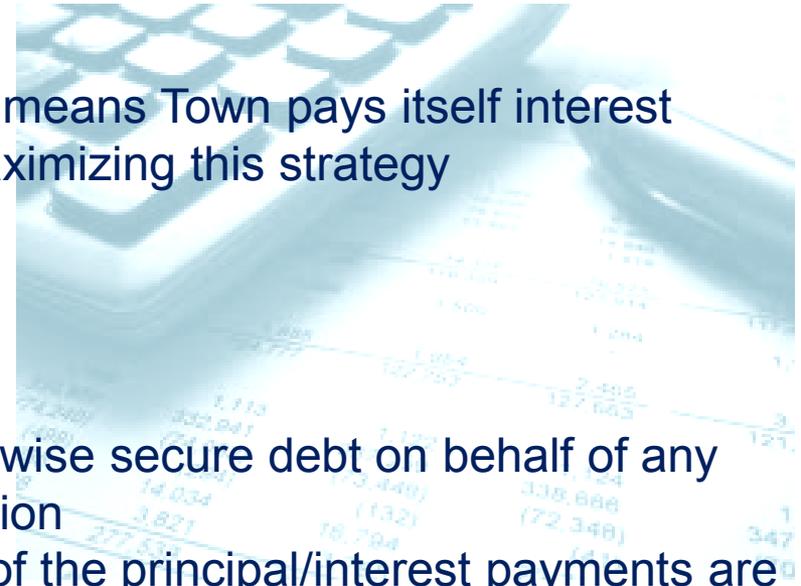
# FSP-Long Term Debt

## Internal vs. External

- Split will vary for each debt issue
- Internal borrowing from reserves means Town pays itself interest
- Strong reserves are critical to maximizing this strategy

## Third Party Debt

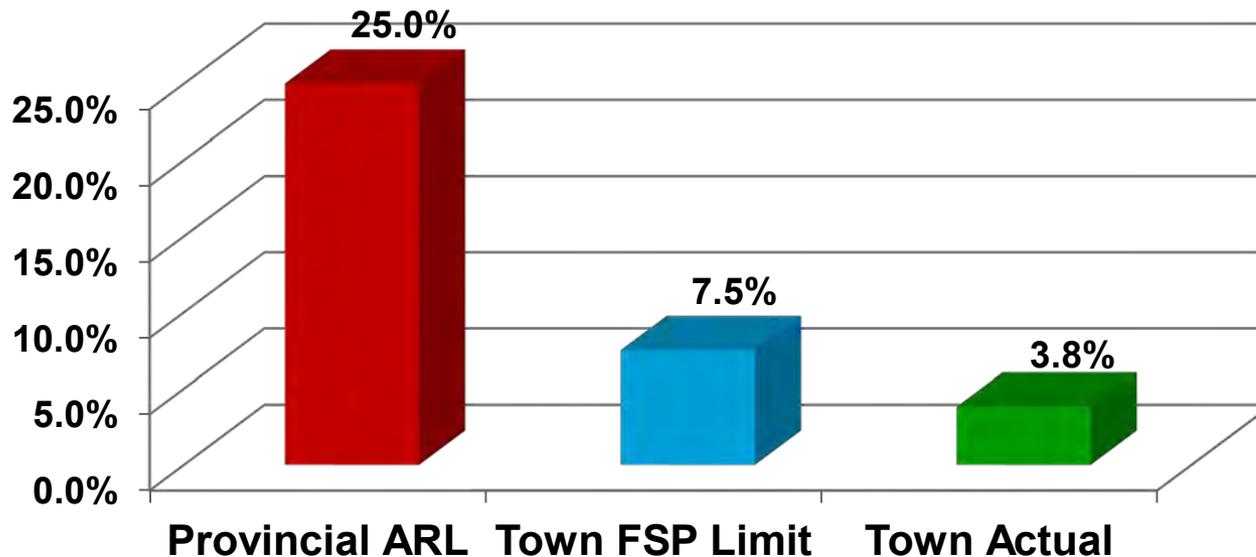
- Town shall not:
  - Issue nor guarantee or otherwise secure debt on behalf of any external agency or organization
  - Issue debt where all or part of the principal/interest payments are reliant on the receipt of future revenues from external parties



# Long Term Debt

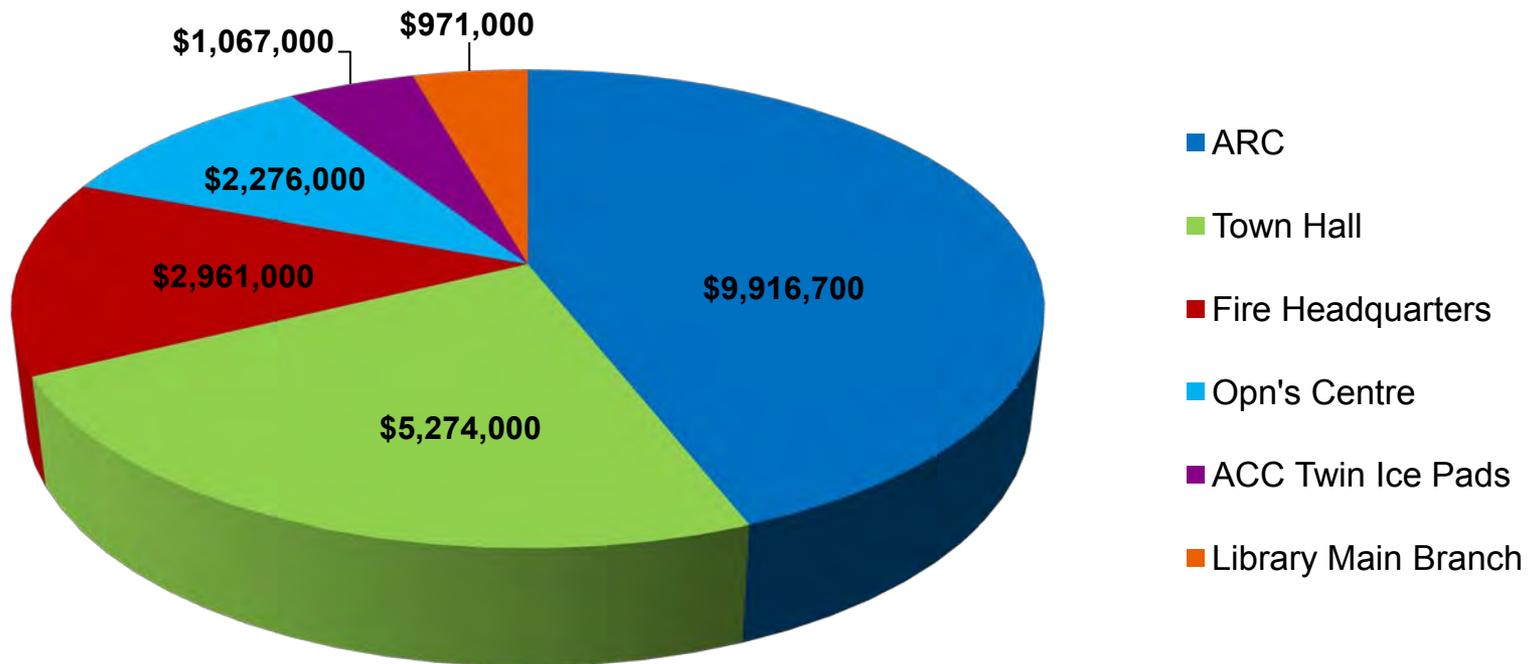
## Limit on Total Debt Outstanding

- 1) Provincial Annual Repayment Limit (ARL)
  - Annual debt payments should not exceed 25% of net revenues
  - Not considered a useful benchmark
  
- 2) Town Limit Under FSP
  - 7.5% including both internal and external debt



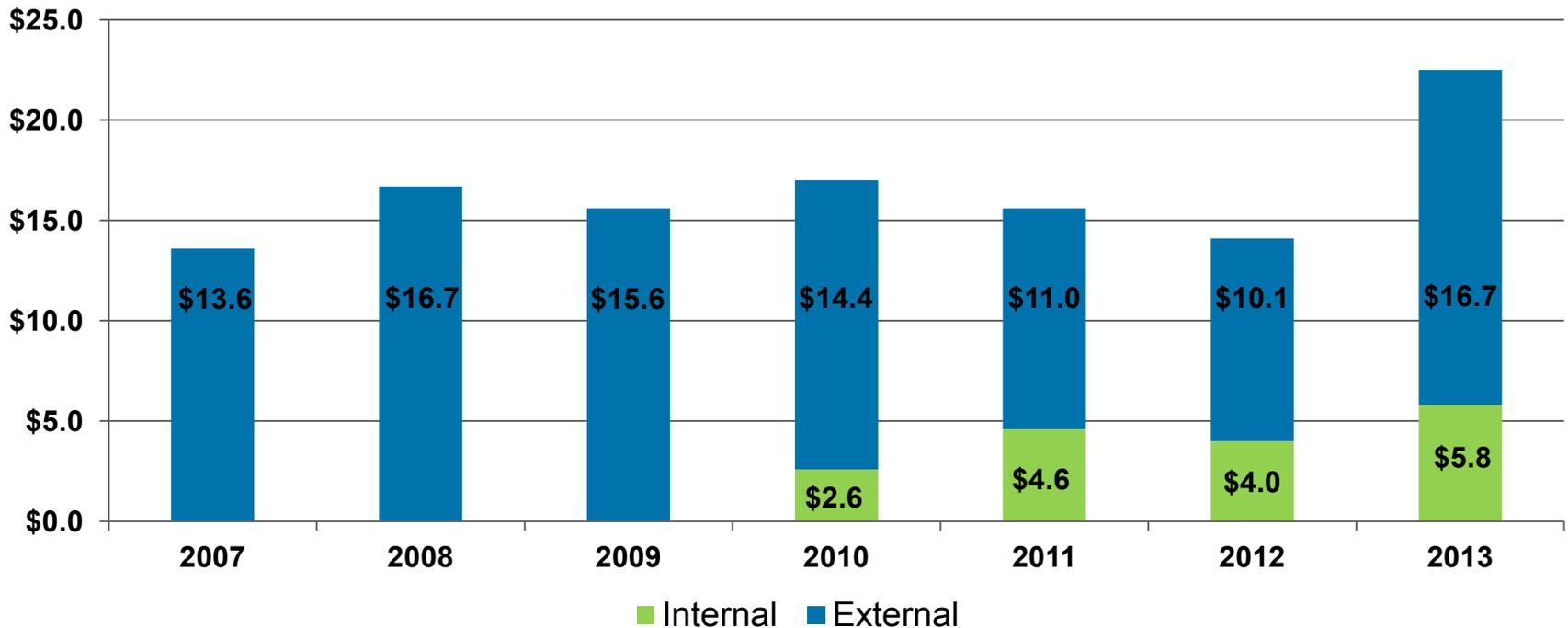
# Total Long Term Debt

Ajax Internal & External Debt as at Dec. 31, 2013



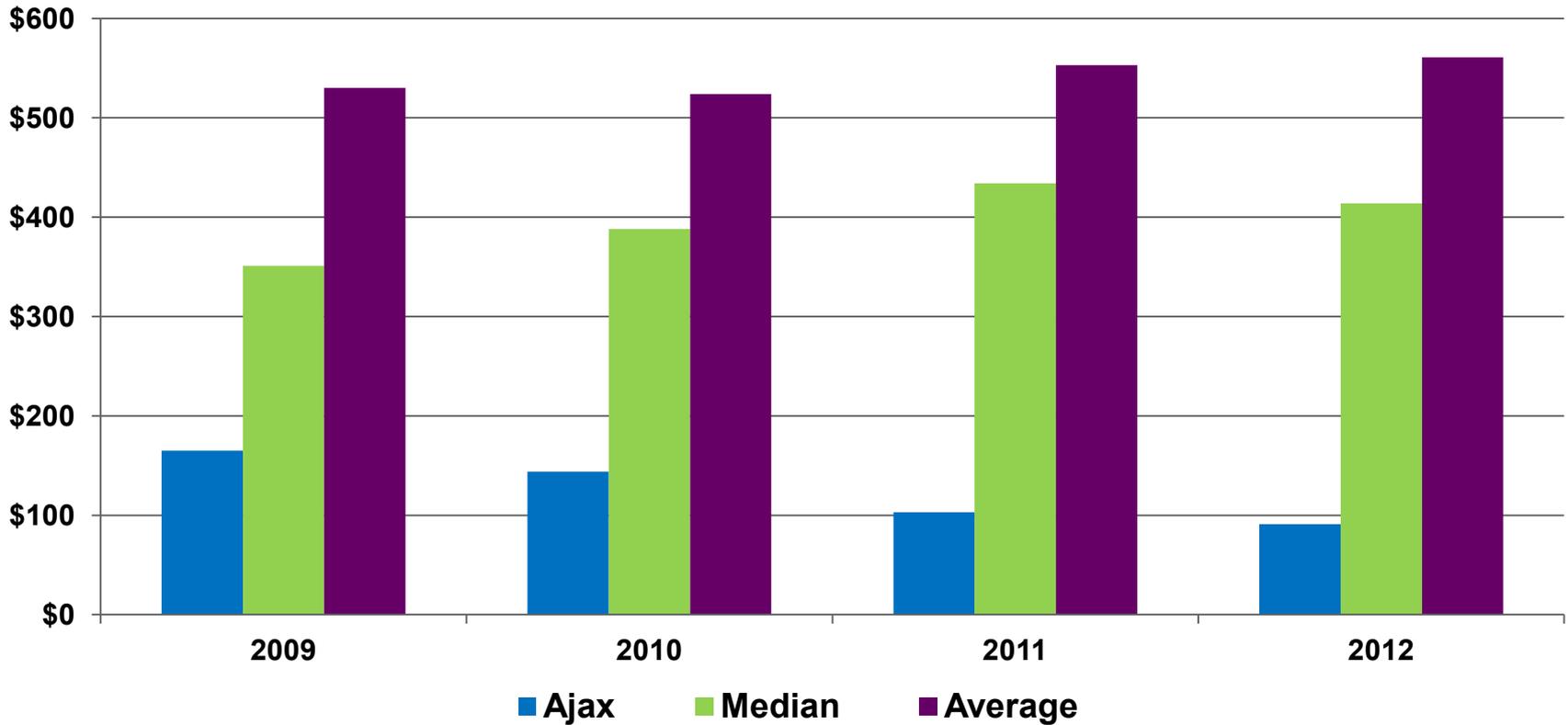
# Long Term Debt – Comparison by Type

**Ajax Long Term Debt - By Type**  
(in Millions of Dollars)



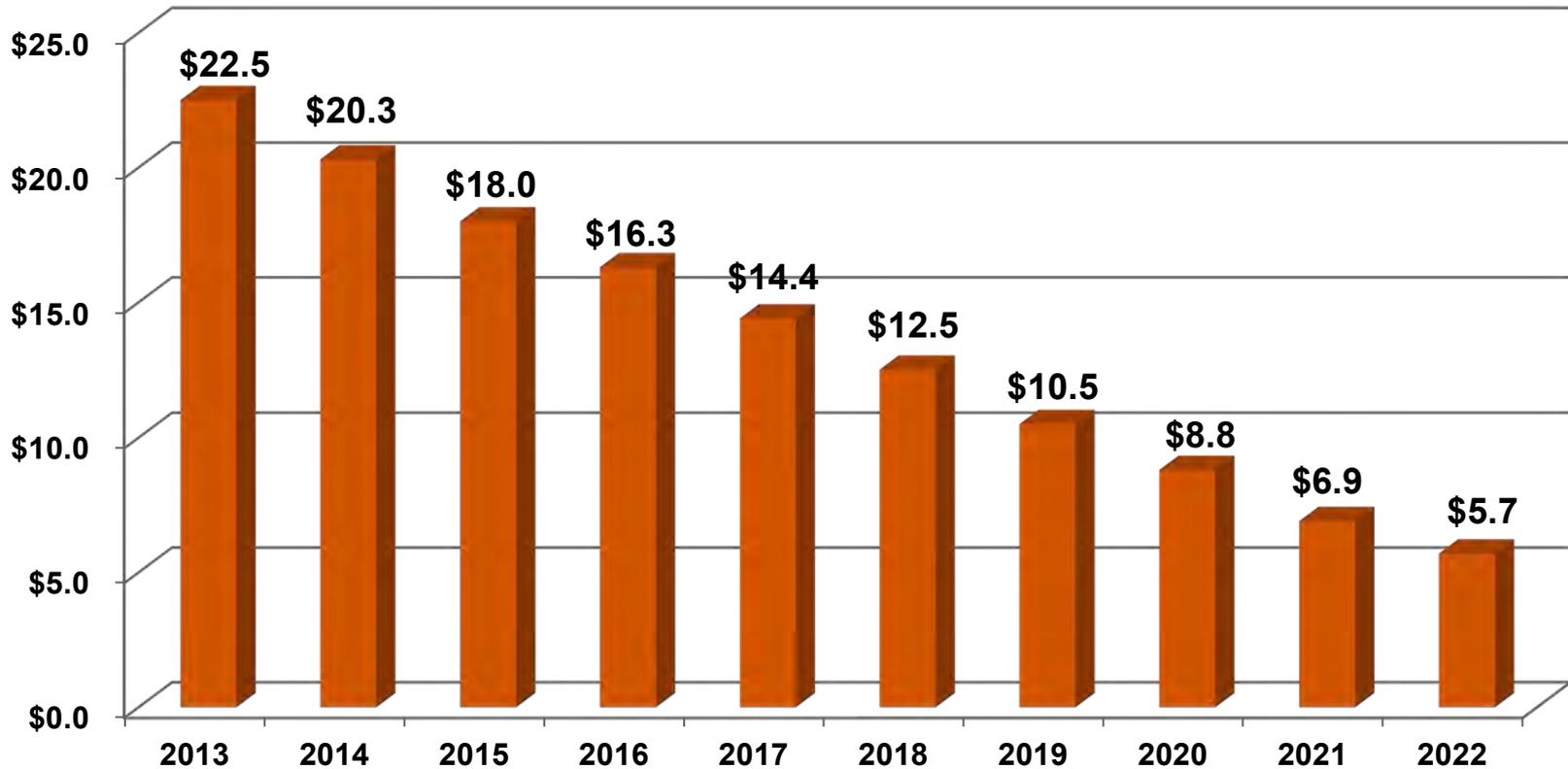
# Long Term Debt – Comparison

## Outstanding Debt/\$100,000 Assessment



# Outstanding Debt Principal

(In Millions of dollars)



# FSP – Future Updates

## Background

- In place for just one year for 2014 Budgets/2015-2018 LRCF
- Need 3-4 years' experience before substantive changes
- Policies will be changed earlier if circumstances dictate

## 2015 Changes

- A few minor housekeeping/wording corrections to various policies
- Two specific changes, one clarification and one new item in Policy #124 Long Term Debt Management:
  - i. Clarify that cost of construction includes all furniture, fixtures and equipment
  - ii. Allow 100% Internal Debt on individual projects
    - Maximum debt per project of \$3.0M
    - Eliminates future large reductions in reserves
    - Limited application (e.g. Paradise Beach Facility)

# FSP – Future Updates



## First Major Update

June 2017, taking affect for the 2018-2022 budget and forecast time period

- Will be a comprehensive in-depth review, including:
  - a) Types and number of reserves maintained
  - b) Establishing target balances for key capital reserves
  - c) Use/status of Post Growth Capital Reserve
  - d) 65% Spending Cap Guideline
  - e) Allocation of Slots and Veridian Revenues
  - f) Use of assessment growth
  - g) General Levy budget reserve allocations
  - h) Allocation of interest income to reserves
  - i) Identification of new strategies

# The Future – Moving Forward

- Financial Sustainability Plan was specifically designed with the Town's future in mind
- Many of the plan goals and principles articulate the need to manage future opportunities and dangers:
  - Enhance the Town's short and long term financial strength and sustainability
  - Maintain programs and services at their desired level
  - Provide the financial flexibility to leverage future opportunities
  - Minimize financial vulnerability during economic downturns



# Future Challenges

- 1) Loss of Slots Facility
  - Policy of allocating 96% (\$6,556,300) to capital reserves protects against extraordinary tax increases and/or service cuts
  - Existing capital program would have to be scaled back
  - Funding amount and source for “grandfathered” grants (\$198,100) and Social Infrastructure (\$63,100) would have to be reviewed
  
- 2) Veridian Revenues
  - Dividends and interest of \$2.5-\$2.6M are forecasted to be stable
  - Continuing uncertainty for LDC’s due to Provincial recommendations
  - Allocating 100% to capital reserves protects the Town
  - Similar to Slots, there would be a reduction in the capital program



# Future Challenges



## 3) Slower Growth

- Post Growth Capital Reserve which was created back in 2005, has been maintained and strengthened under the FSP
- FSP (e.g. use of assessment growth) has been designed to manage what is expected to be a softer landing through intensification
- Adjusting future staffing levels and job types through the HR Strategy is a critical component

## 4) High Inflation in Specific Areas

- Includes both “municipal specific” and general marketplace
- Continued high increases (i.e. above 2.75%), put extreme pressure on the operating budget, in all areas, in all departments
- Municipal specific increases in 2015 include Natural Gas (34.6%), WSIB Premiums (28.5%), Insurance (10.0%)

# Future Opportunities

- 1) Full Economic Recovery
  - Should extend the time period before growth slows
  - Focus on Employment Lands will improve Ind./Com. vs. Residential ratio, relieving existing pressure on the Residential tax rate
  - As an investor rather than a borrower, Town benefits from higher interest rates
  
- 2) Strengthened Reserve Balances
  - Increase in internal long term borrowing; more cost effective
  - Increased spending on critical capital infrastructure maintenance
  - Potential to create spending capacity in operating budget by reducing general levy allocations to reserves
  - Restore ability to participate in Federal/Provincial grant programs
  
- 3) Low Debt Levels
  - No new debt required for next five years of forecast period
  - Significant debt will be paid down from 2015 through 2019



# Planning and Development Services



## Planning and Development Outlook

### Community Action Plan Strategy Session

December 4 & 5, 2014

# Overview

## Section #1



Changes to Growth, Population & Diversity

## Section #2



Facilitating Job Creation

## Section #3



Traffic & Transportation Improvement  
Initiatives

# Planning and Development Services

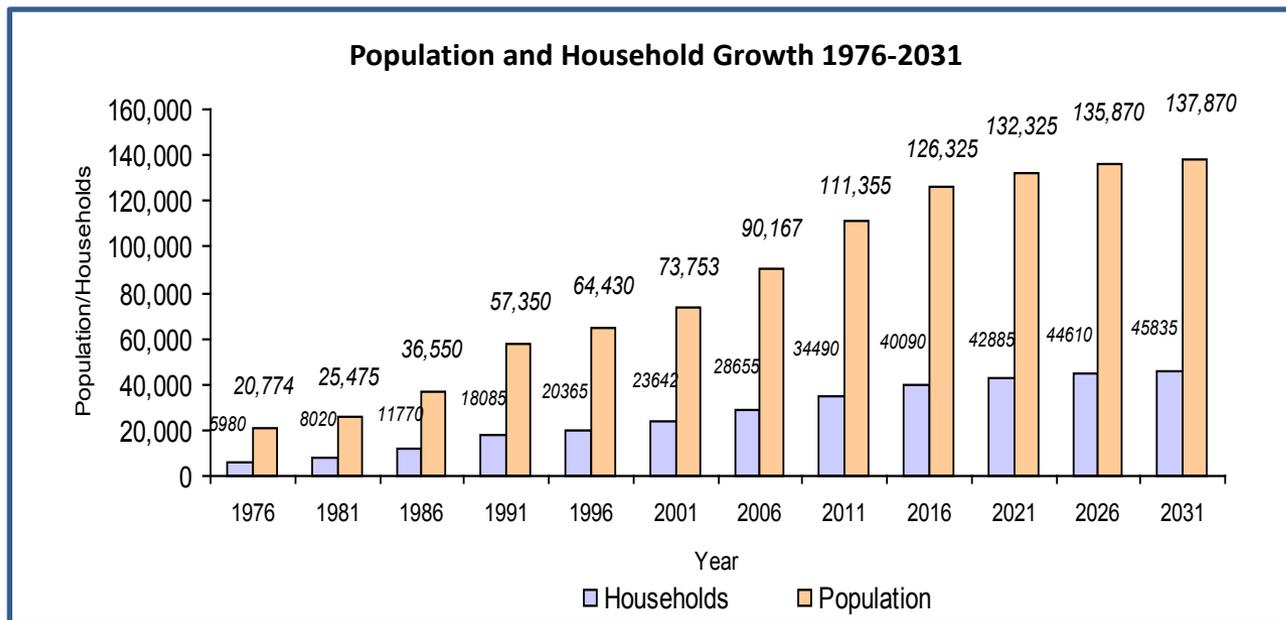


## Section 1:

# Changes to Growth, Demographics & Diversity



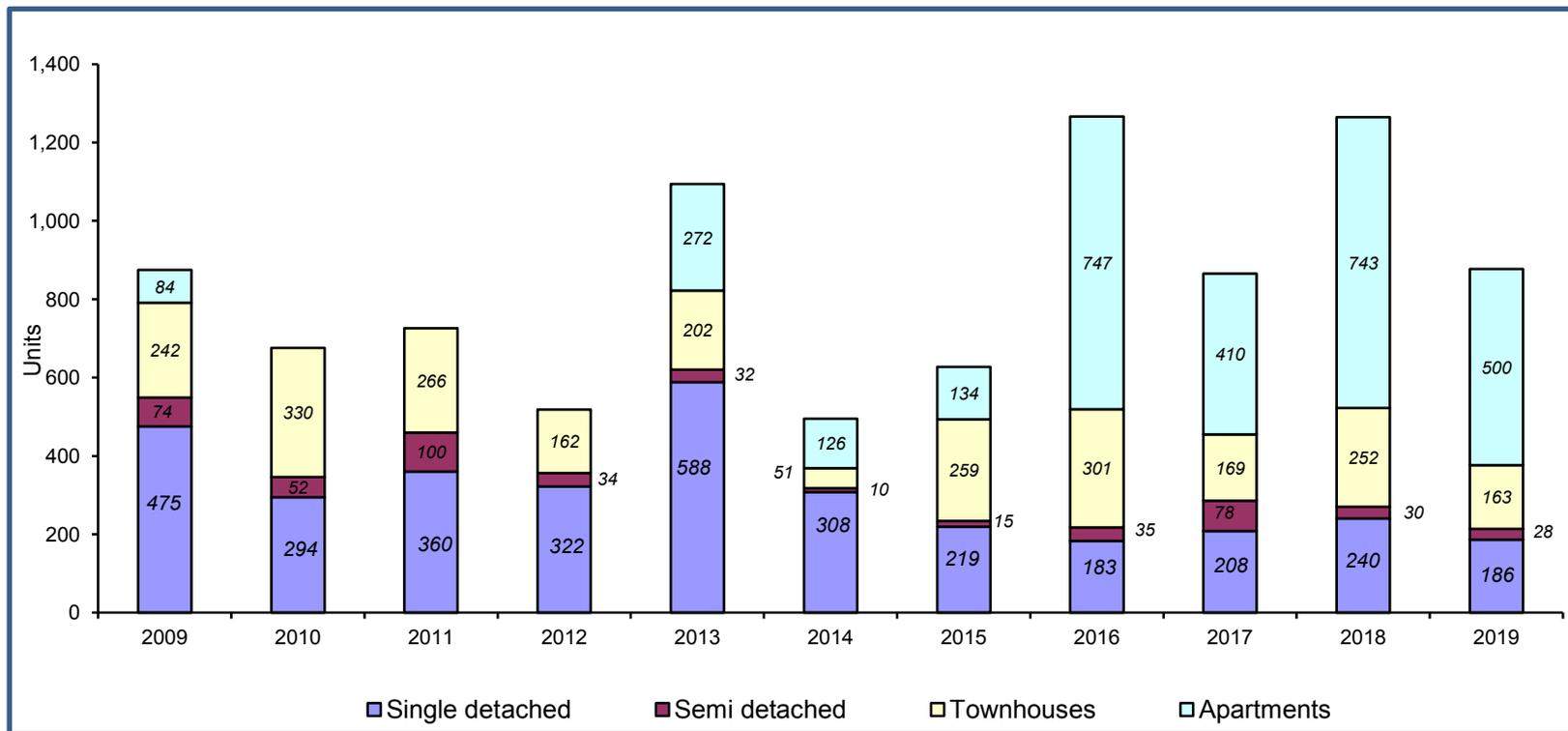
# Population



- Ajax's population is estimated at 125,666 in 2014 – doubling in last 20 years.
- Ajax is projected to grow to approximately 137,670 in 2031. This is a 627% increase over 55 years from the Town's 1976 population of 20,774.
- Ajax has been a primary growth area since the Inception of the Region.



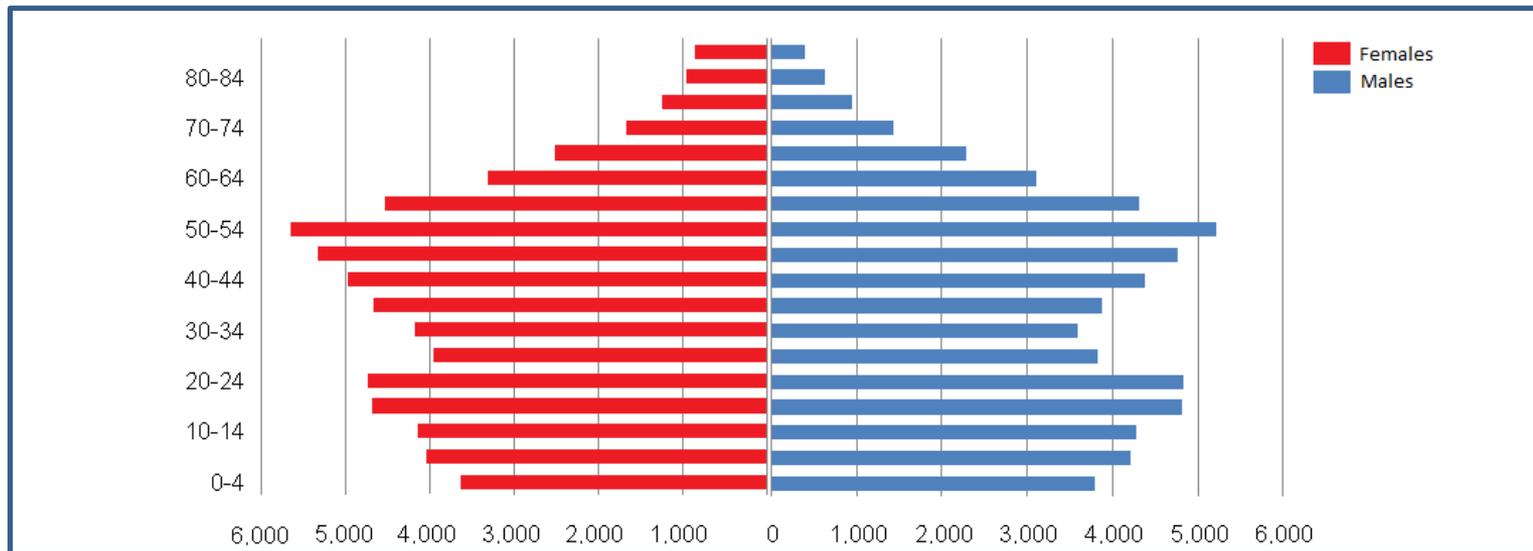
# Past & Projected Residential Building Permits



- It is estimated that 627 permits for new homes will be issued in 2015.
- Residential growth will continue to be strong, but will level off and stabilize.



# Population Break-Down by Age



- The largest population cohort in Ajax is between the ages of 50-54 - 13,499 residents (10.7% of pop.).
- 12,920 residents are over the age of 65 (10.3% of pop.).
- There is also a large number of youth and young adults between the ages of 15-24 who represent the children of the baby-boomers (approx. 9,500 / 7.6%).



# Labour Force & Unemployment

## Labour Stats:

- 71,656 Ajax residents are in the labour force.
- The top 3 occupations of Ajax residents in the labour force are:
  1. Service Industries & Retail Trade (10.6%)
  2. Health Care & Social Assistance (10.5%)
  3. Finance & Insurance (9.8%)
- Nearly 80% of the Ajax work force is employed outside of Ajax.
- Nearly half (47.3%) of the total employed labour force that resides in Ajax work in the City of Toronto.
- Approximately, 39% of local jobs are filled by Ajax residents.





# Labour Force & Unemployment

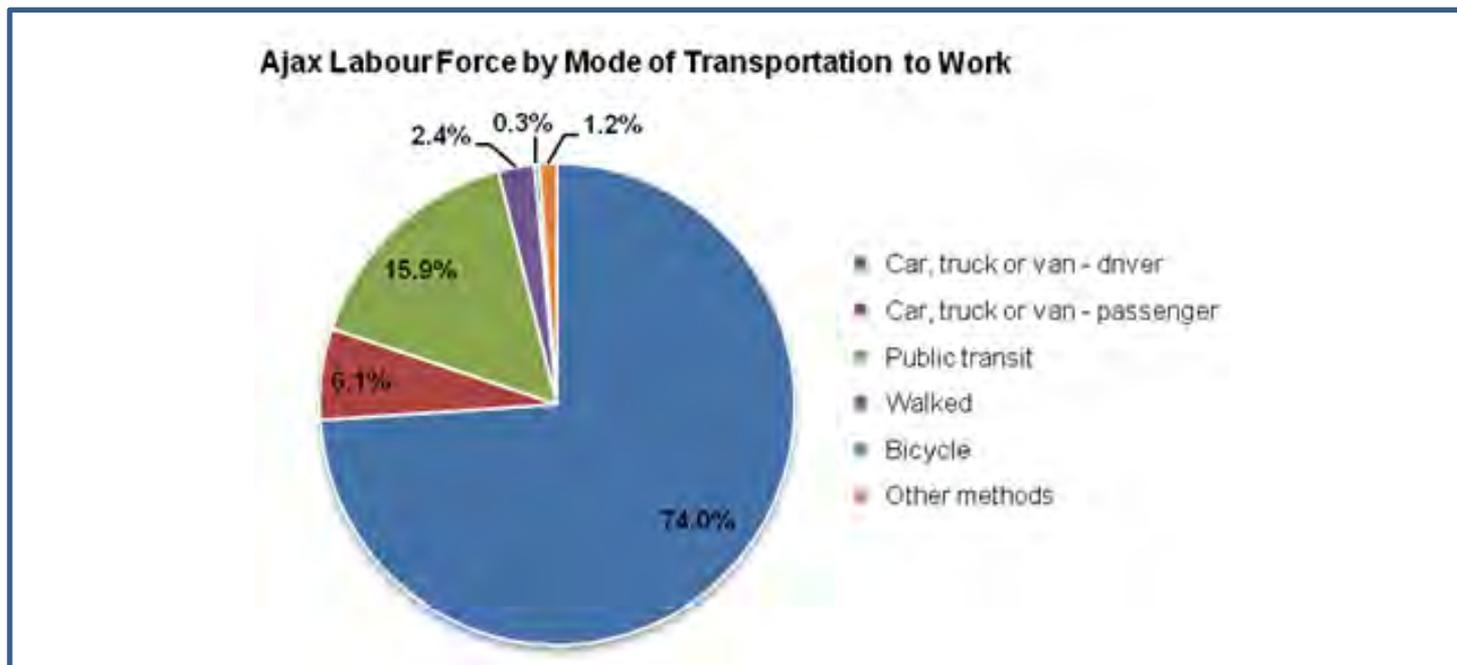
## Unemployment – Durham Region vs. Town of Ajax:

- The statistics show that the unemployment rate is slightly higher in Ajax than the Region of Durham. Ajax: 8.07% / Region of Durham: 7.4%
- Ajax’s youth unemployment (not in school) exceeds the Region’s average.

Age Group	Durham Region	Ajax
15 – 24	17.7%	19.46%
25 & Over	5.44%	6.15%



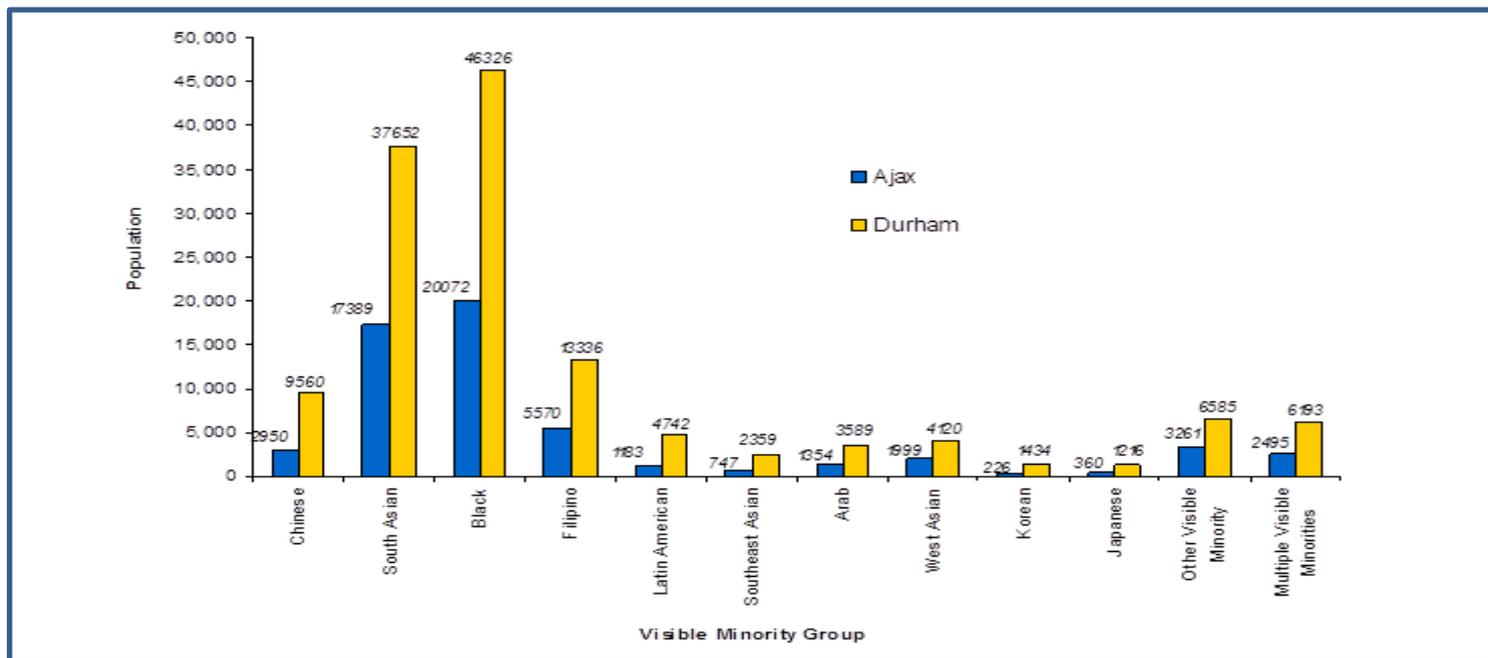
# Labour Force by Mode of Transportation



- The vast majority (80%) of the Ajax labour force drives to work.
- Low percentage of Ajax resident's utilize Transit and Active Transportation options.



# Visible Minorities



- Ajax appears to be the most diverse municipality in the Region of Durham, with nearly 46% of the population being visible minorities.

# Planning and Development Services

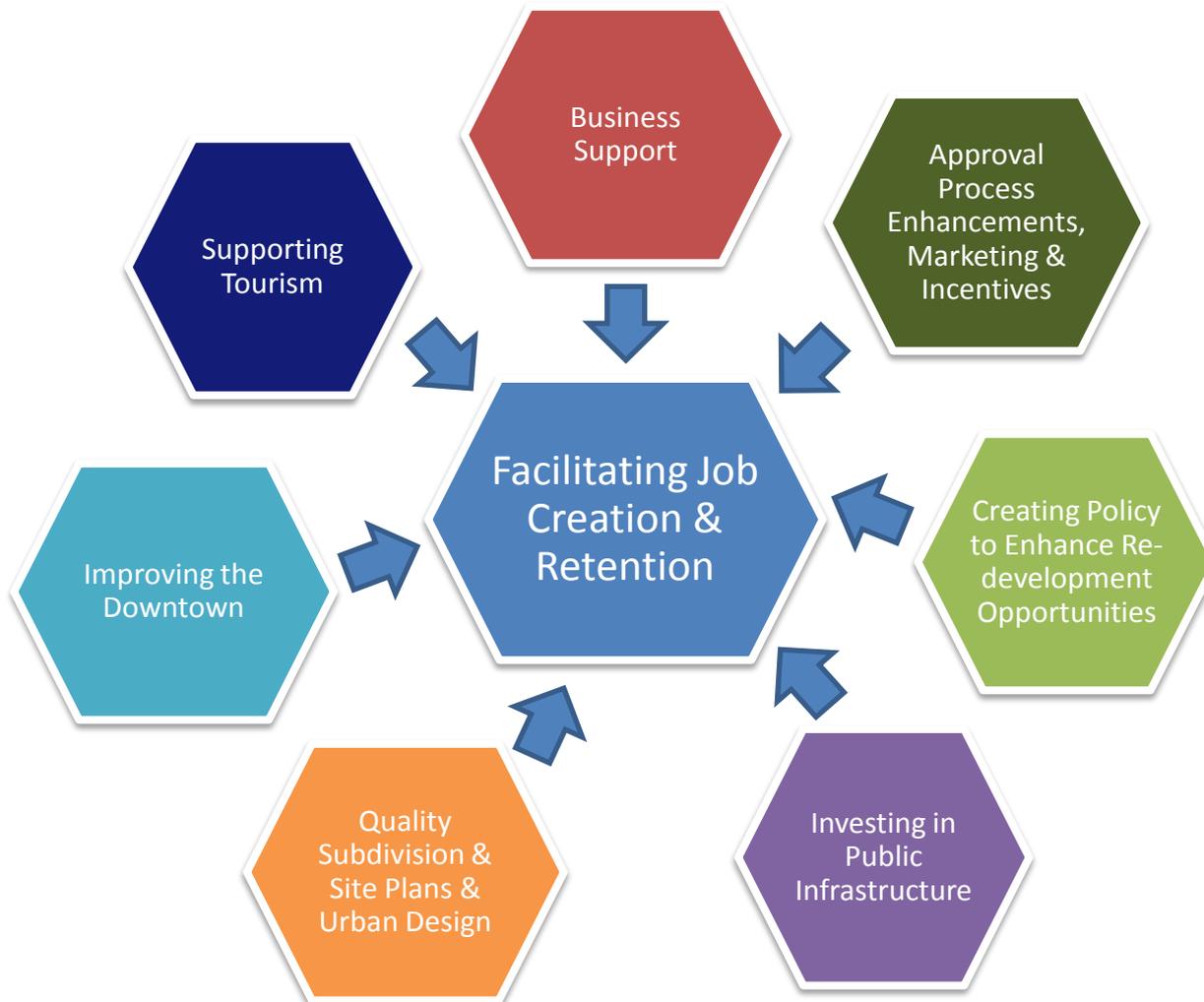


## Section 2:

# Facilitating Job Creation

# Facilitating a Climate for Investment

What is the Town's role in facilitating a climate for investment?

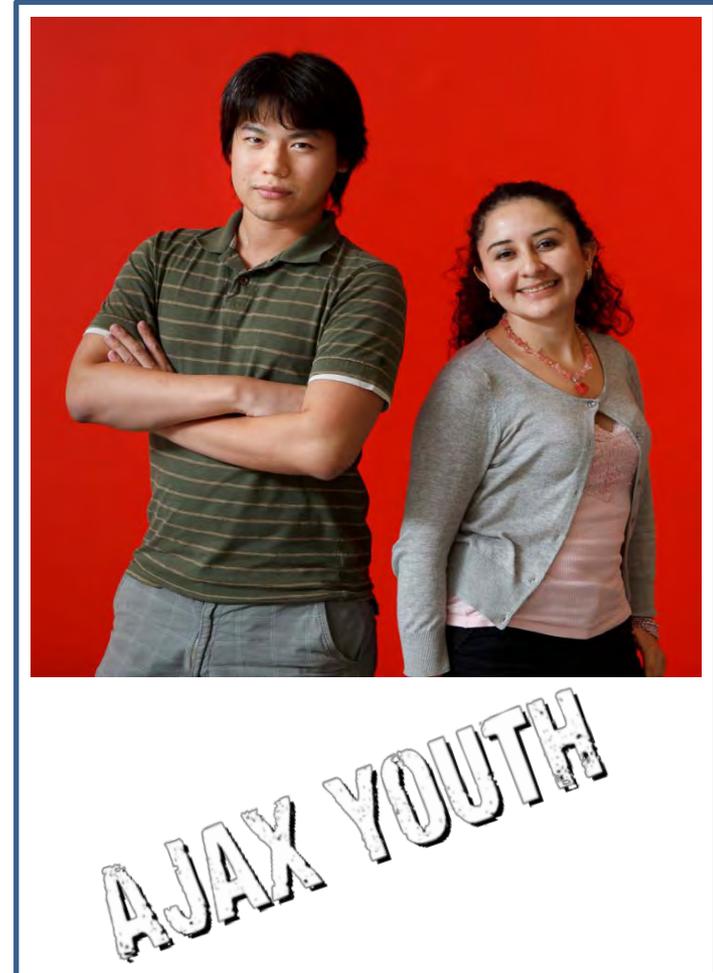




# Business Support

## Business Centre & Youth Initiative

- Business Centre: access to business advisory support, management guidance, educational programs, mentor networks, office space and other resources.
- Youth entrepreneurship: an alternative means for acquiring skills and attitudes necessary for entering the workforce.
- Continuation of Corporate Calling Program.
- Continuation of Business Network meetings.





# Approval Process Enhancements, Marketing Incentives

- The Town of Ajax has undertaken numerous initiatives as it relates to process enhancements, promotions and incentives to facilitate job creation.

 <p>Priority Property</p>	 <p>New Downtown Ajax</p>	 <p>Over 2,800 new jobs created</p>	<p><b>New process Enhancement for 2015:</b></p> <p><b><u>PRIORITY PATH – PRIME</u></b></p> <ul style="list-style-type: none"> <li>➤ Priority Development review process geared to medium to large businesses.</li> <li>➤ Establishes a mutually agreed critical path.</li> </ul>
 <p>Welcome Cyclists Network</p>	<p><b>CIP Downtown</b></p> <p>CIP Downtown</p>	 <p>Pickering Village CIP</p>	
 <p>Pickering Village Façade &amp; Signage Improvement Program</p>	 <p>'First for Business Corp Call Program'</p>	 <p>Competitive Ready Designation</p>	
 <p>Awarded as Canada's Top Econ Dev groups</p>	<p><b>PriorityPATH</b></p> <p>\$50M in capital investment</p>	 <p>Pickering Village Heritage Conservation District</p>	



# Enhancing Re-development Opportunities

The following opportunities for redevelopment should be explored for physical improvement, additional employment and intensification:

## Central Employment Area and the Ajax GO Station

- Explore extending enhanced land use permissions beyond 500 meters of the Ajax GO Station.

## Midtown Improvement Strategy

- Improvements to Harwood Avenue from Highway 401 to Kingston Road.
- Town OP contemplates mixed use development. Medium density residential, ground floor retail and commercial uses.



## Memorial Park – Pickering Village

- Vision for the site and abutting privately owned lands is needed.
- Previous strategies recommend improving the campus of Town-owned facilities surrounding Memorial Park as an arts and cultural hub.
- Intention is to attract small business and potential for festivals, events and tourism.



# Investing in Public Infrastructure

Facilitating Job Creation

Construction  
of Pat Bayly  
Square

Hunt Street &  
Finley Avenue  
EA

LRCF  
2019

Downtown  
Road Network  
Improvements  
EA

Westney Road  
Widening

- Delaney Drive to Rosland Rd
- Rosland Rd to Taunton

Highway 407  
East Extension  
& West  
Durham Link

2016



# Policy & Regulatory Improvements

Over the next term of Council, a number of process and regulatory initiatives will be pursued:

## Greenbelt Plan Review

- Required to undergo a review process every 10 years (slated for 2015).
- Province has not yet released the terms of reference for their review.
- Greenbelt Plan will be reviewed in tandem with the Growth Plan.

## Comprehensive Zoning By-Law Update

- Implement policies in the Town's Official Plan.
- Process will identify issues with the current zoning by-law and recommend opportunities for improvement.
- Involves an extensive public consultation process.

## Development Permit System

- Evaluation of the Development Permit System (DPS) to facilitate and streamline development.
- Combines zoning, site plan and minor variance into one application and approval process.
- Will attract investment to Ajax through a more timely, efficient and expeditious approval process.



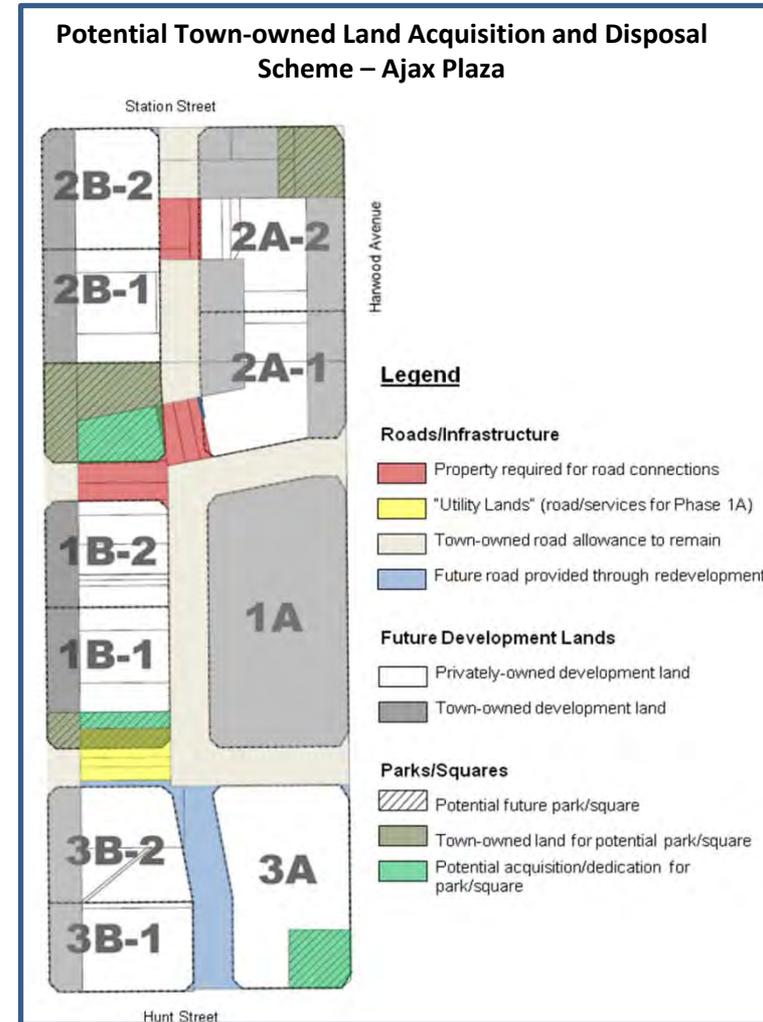
# Improving the Downtown

## Ajax Plaza Phase 1A

- July 15, 2003, the Town and Windcorp Grand Harwood Place Ltd entered into a Development Agreement and Agreement of Purchase and Sale.
- Two 10-storey towers of residential and commercial mixed use development is proposed on site (Phase 1A).

## Potential Strategy for Phase 1B, 2 & 3

- Facilitate property consolidation to enable appropriate redevelopment.
- Consider a land acquisition strategy to implement a grid pattern of public streets and public spaces that will enable redevelopment of the site.
- Feasibility of redevelopment on these parcels would need to be tested through a Request for Proposals (RFP) process.





# Improving the Downtown

Facilitating Job Creation

## Grand Harwood Place Phase 1A - Timeline & Schedule

Public Open House Meeting Includes Downtown Road Connectivity EA and Town Initiated Zoning Amendment for Downtown Expanded Retail Permissions and Site Plan approval for Phase 1A.	February 2015
Sales Pavilion Completion	April 2015
Grand Harwood Place Sales will commence	Late April/May
Community Affairs and Planning Committee Meeting. Site Plan Approval, Zoning By-Law Amendment, D.T Road Connectivity EA	April 2015
Feasibility Test and Economic Feasibility of Project Deadline	July 15, 2015





# Improving the Downtown

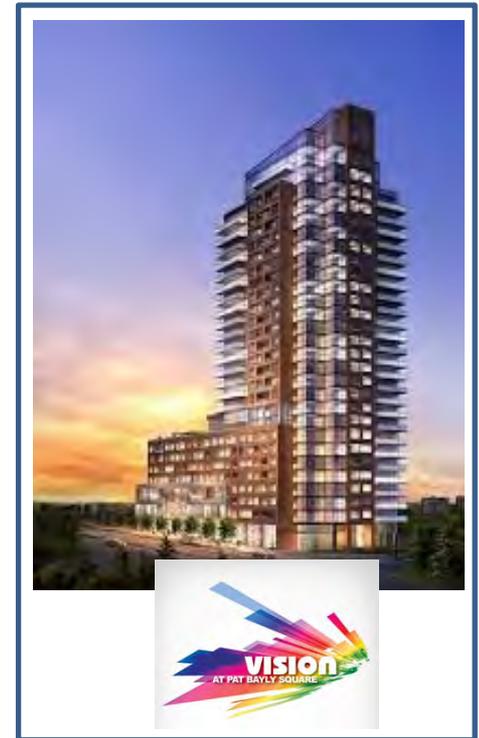
## Medallion Developments

### Vision at Pat Bayly Square – Harwood /Bayly

- The initial 318 unit, 25-storey building in the 1<sup>st</sup> phase (Building A) is under construction.
- Phase 1 will include 2 mixed-use buildings at 25 storeys and will accommodate a total of 562 rental apartment units and Pat Bayly Square.

Schedule – 1<sup>st</sup> Phase of Development:

Project Component	Start	Commencing Occupancy
Building A	underway	May, 2016
Building B	June, 2016	September, 2018
Pat Bayly Square	April, 2016	September, 2018





# Improving the Downtown

## Index Energy Steam Plant

- Redevelopment of the Ajax Steam Plant into a modern biomass fuelled carbon-neutral co-generation district energy facility.
- Will provide efficient and lower cost local energy alternative, including steam and hot and chilled water for the neighbouring Downtown area.
- Will generate up to 18 megawatts of electricity.
- 15 jobs will be created and a private capital investment of \$10 million.





# Supporting Tourism

## Hosting the Pan Am Games (2015)

- The Town will utilize the facilities and expertise of the Pan Am games to advance sport tourism.

## Slots at Ajax Downs

- The Town should continue to support a casino and study the establishment of an entertainment node to accommodate recreation, tourism, entertainment, commercial and employment uses.

## Cycle Tourism

- The Town should seek to position itself as a starting/finishing site for pre and post cycling programs.

## Pickering Village

- Promote as a Health and Wellness destination.
- Review of the Pickering Village BIA.

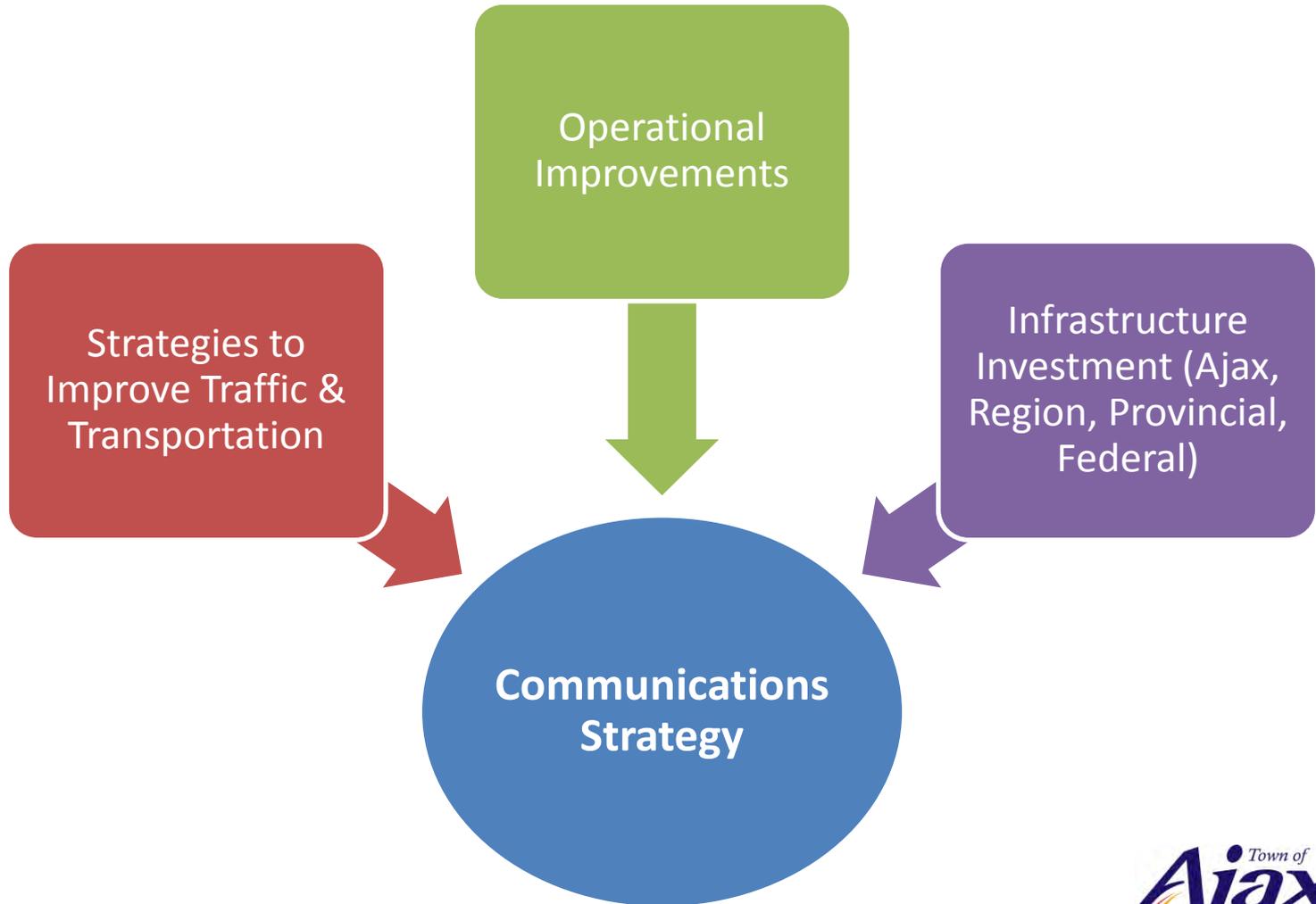


# Planning and Development Services

## Section 3:

# Traffic & Transportation Improvement Initiatives

# Approach to Mitigation of Traffic & Transportation Issues

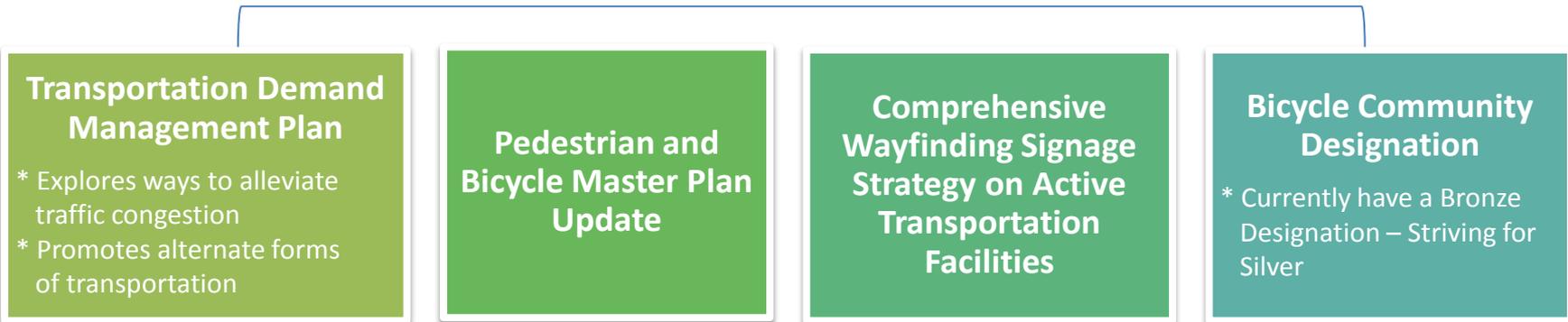




# Strategy Development

Strategies underway or to be initiated within the next 4 year period aimed at improving traffic and transportation:

## Town of Ajax



## Durham Region



# Operational Improvements

The following operation improvements will be undertaken over the next four years:

Traffic Calming Warrant Update

➤ Traffic Calming Warrant Update (TCWU) will provide an efficient and flexible framework to address complaints relating to: excessive speeding, traffic infiltration and collision history.

Roundabout Guidelines

➤ Will provide information on the development of single lane roundabouts and supported with a public education component.

Traffic By-law Amendments

➤ Appropriate amendments to the Traffic By-law would continue in response to resident concerns about speeding, parking matters, all-way-stop signs or sight distance issues at intersections.

Radar Message Board Program

➤ Continued use of radar message boards to increase driver awareness as a temporary traffic calming device.



# Infrastructure Investment

- The key to improving the transportation system is through infrastructure investment. This is provided at the Federal, Provincial, Regional and Local levels.



# Communication Strategy

HAVE YOUR SAY IN HOW YOU GET AROUND TOWN!



- New regulations for cyclists.
- Changes to bill include: 1 meter passing clearance for cyclists, legalizing cycling on paced shoulders, increased fines for “dooring” of cyclists.

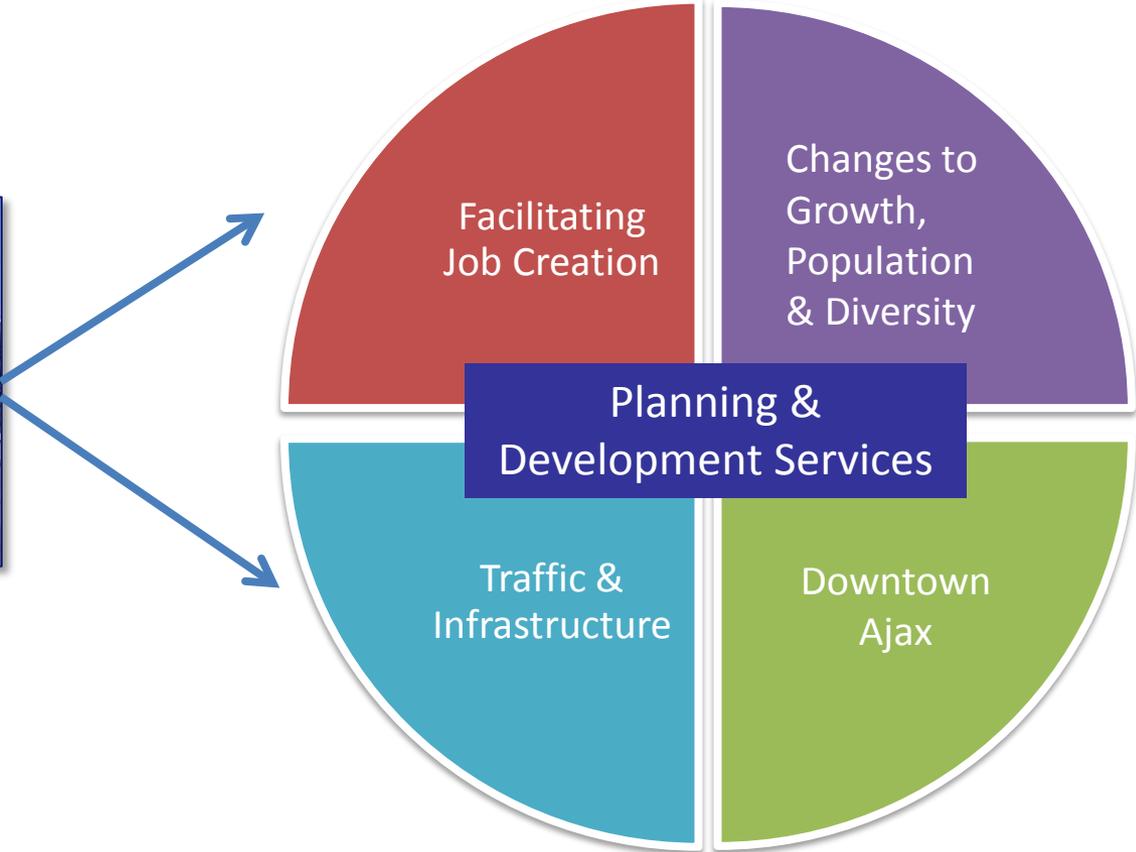
- Coordinated communication plan with all area municipalities.
- Coordinated events relating to cycling to capitalize on local tourism opportunities.

- Transportation Advisory Committee (formerly Active Transportation and Trails Advisory Committee).
- Ajax/Pickering Road Watch Committee.
- Regional Traffic Advisory Committee
- West Division Roadway Safety Coordinating Committee.

- Will inform residents on the latest transportation related information.
- Identify current transportation issues.
- How residents can be a part of the transportation solution.

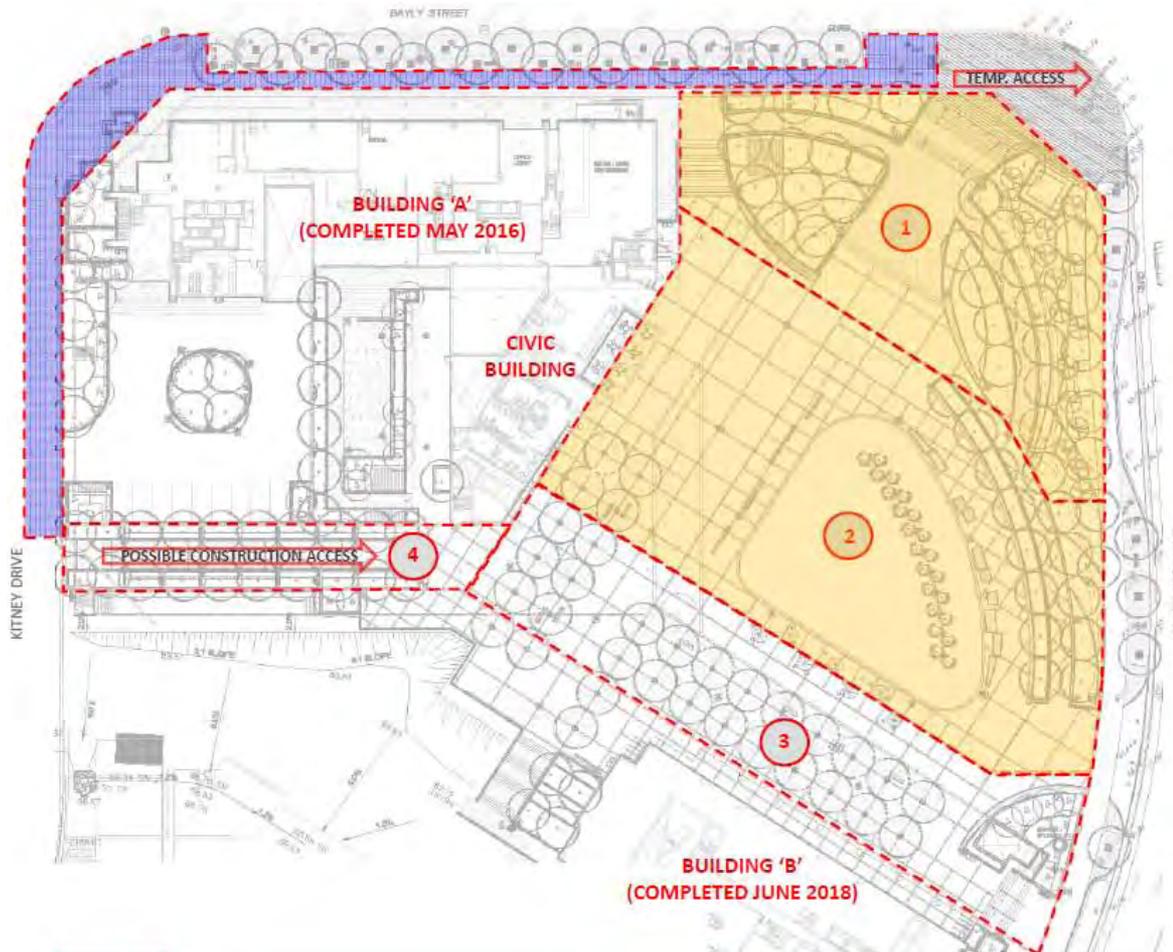
# Summary

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# Reference – Phasing Option #1 for Pat Bayly Square

## Pat Bayly Square Phase 1 Construction



**Time Period: April – November 2016**

### Area 1

- rough in drainage/services and electrical
- formwork for walls
- installation of concrete support slabs and curbs
- Installation of paving
- installation of lights

### Area 2

- rough in drainage/services and electrical
- formwork for walls
- forming of water feature
- installation of concrete support slabs and curbs

### Kitney Drive:

- concrete sidewalks
- boulevard work and trees
- pedestrian pole lights

### Bayly Street:

- concrete sidewalk
- bus shelter pad
- pedestrian pole lights

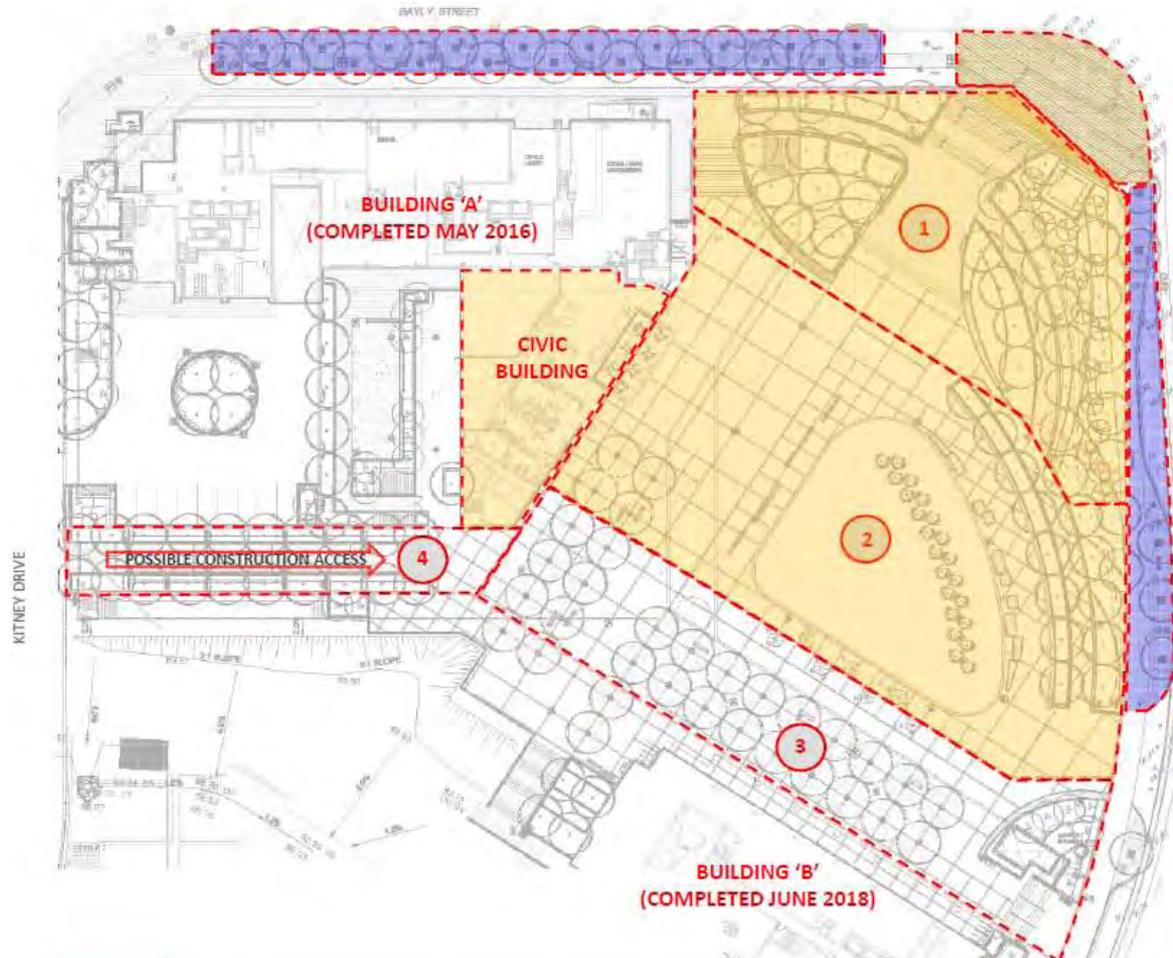
\*NOTE: provide interim treatment at corner of Bayly and Harwood for pedestrian access

-  Civic Square Work
-  Streetscape Work

**RECOMMENDATION:** transformer and new water service off Bayly to be installed by Town prior to construction of the Square commencing. This is based on the assumption that the Civic Square grounds are in a condition that is satisfactory to the Town.

# Reference – Phasing Option #2 for Pat Bayly Square

## Pat Bayly Square Phase 2 Construction



**Time Period: April – November 2017**

**Area 1**

- installation of granite feature walls
- preparation of plant beds
- main entrance signage
- installation of railings and flag poles

**Area 2**

- Finalization of water feature
- Installation of paving
- preparation of plant beds
- Installation of lights

**Civic Building:**

- begin interior finishing of building
- hard wiring of AV/lighting equipment in connection to the Civic Square

**Bayly Street:**

- installation of soil cells and trees
- installation of lockstone paving on concrete base

**Harwood Ave.**

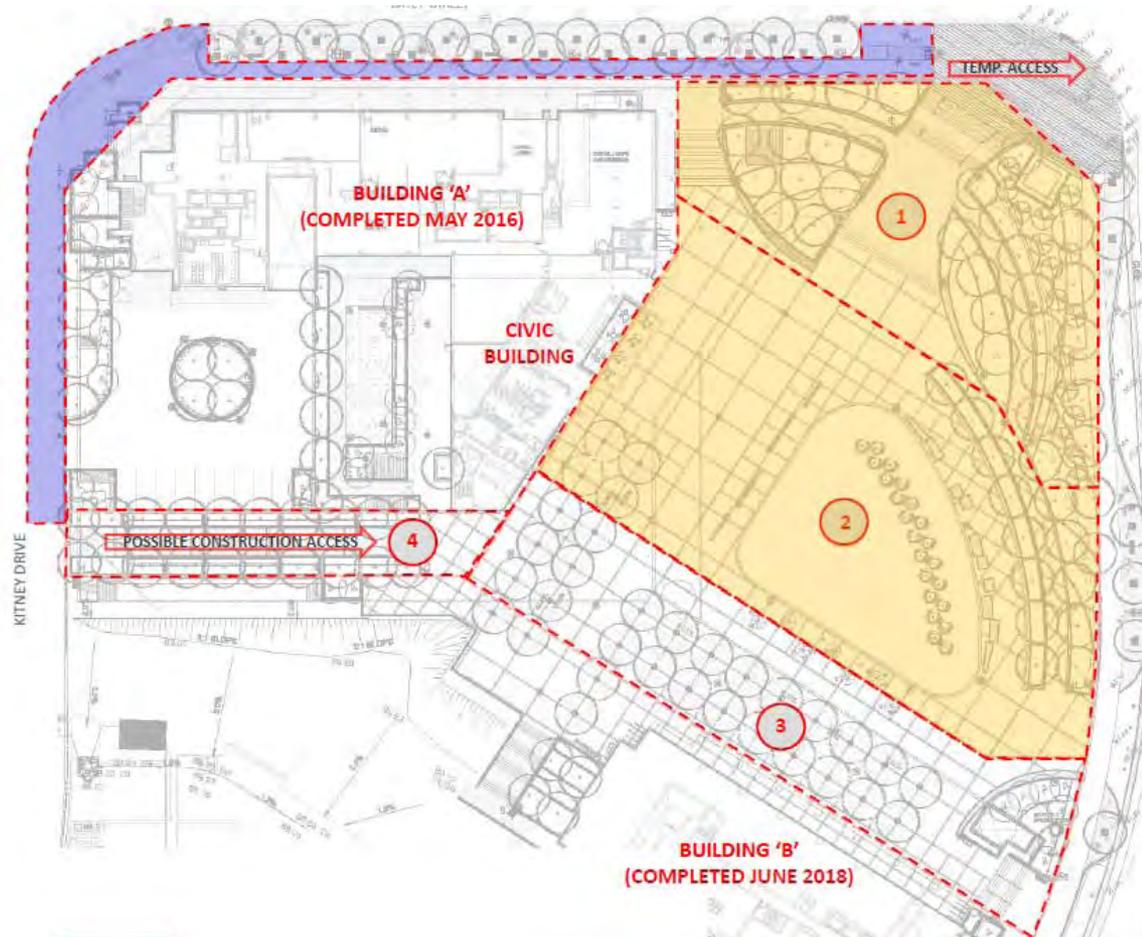
- installation of concrete sidewalk
- installation of soil cells and trees
- installation of lockstone paving on concrete base

**Bayly and Harwood Entrance:**

- Installation of pavers on concrete base
- installation of main entrance sign and wall

# Reference – Phasing Option #3 for Pat Bayly Square

## Pat Bayly Square Phase 3 Construction



**Time Period: April – November 2016**

### Area 1

- rough in drainage/services and electrical
- formwork for walls
- installation of concrete support slabs and curbs
- Installation of paving
- installation of lights

### Area 2

- rough in drainage/services and electrical
- formwork for walls
- forming of water feature
- installation of concrete support slabs and curbs

### Kitney Drive:

- concrete sidewalks
- boulevard work and trees
- pedestrian pole lights

### Bayly Street:

- concrete sidewalk
- bus shelter pad
- pedestrian pole lights

\*NOTE: provide interim treatment at corner of Bayly and Harwood for pedestrian access

-  Civic Square Work
-  Streetscape Work

**RECOMMENDATION:** transformer and new water service off Bayly to be installed by Town prior to construction of the Square commencing. This is based on the assumption that the Civic Square grounds are in a condition that is satisfactory to the Town.

# Ajax's Stormwater Management

Tuesday, December 09, 2014



- Address issues regarding the long term maintenance and enhancements of stormwater infrastructure
- **Improve water quality within the Town's streams, creeks and along the shores of Lake Ontario**
- Recognize climate change impacts and the severity of storms, and assess the risks of flooding
- Identify a sustainable funding source to invest into stormwater management

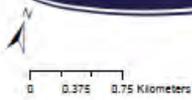
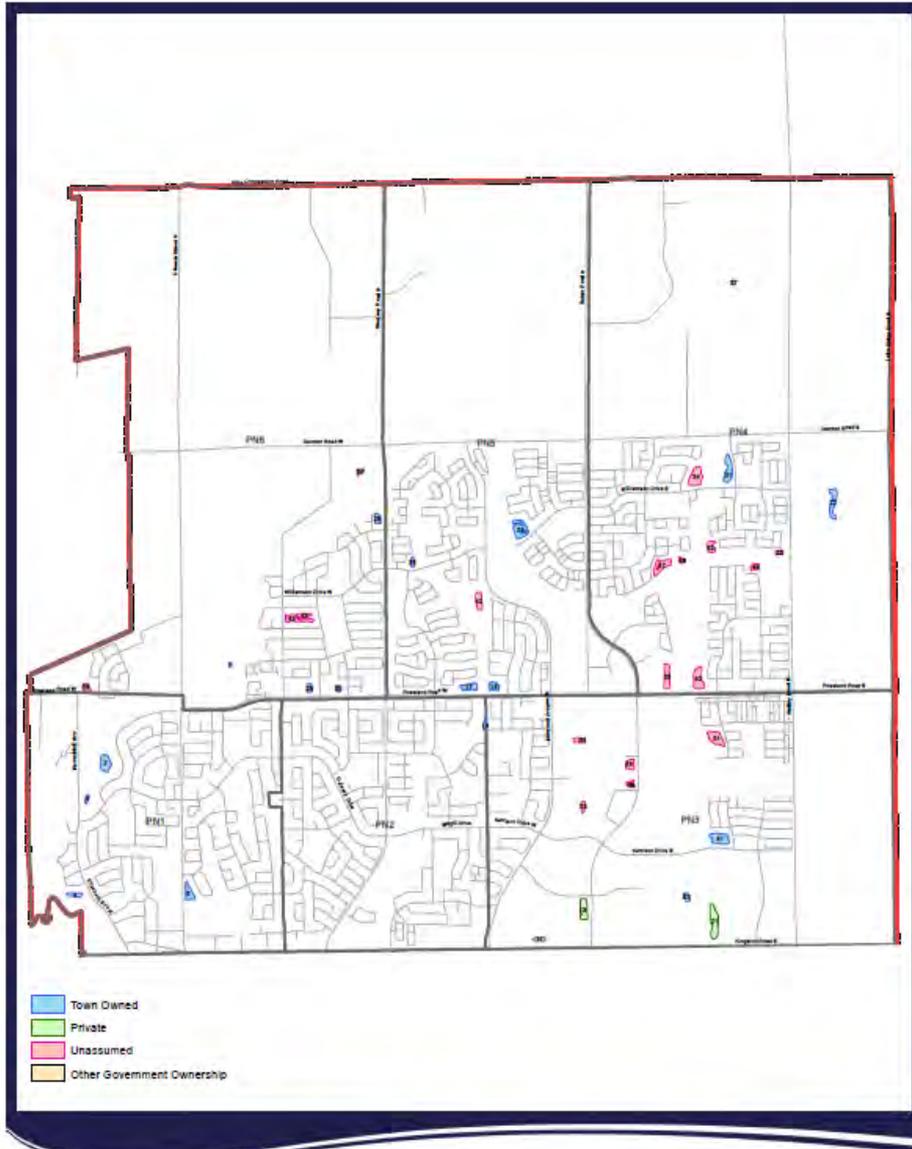


# Introduction



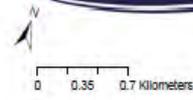
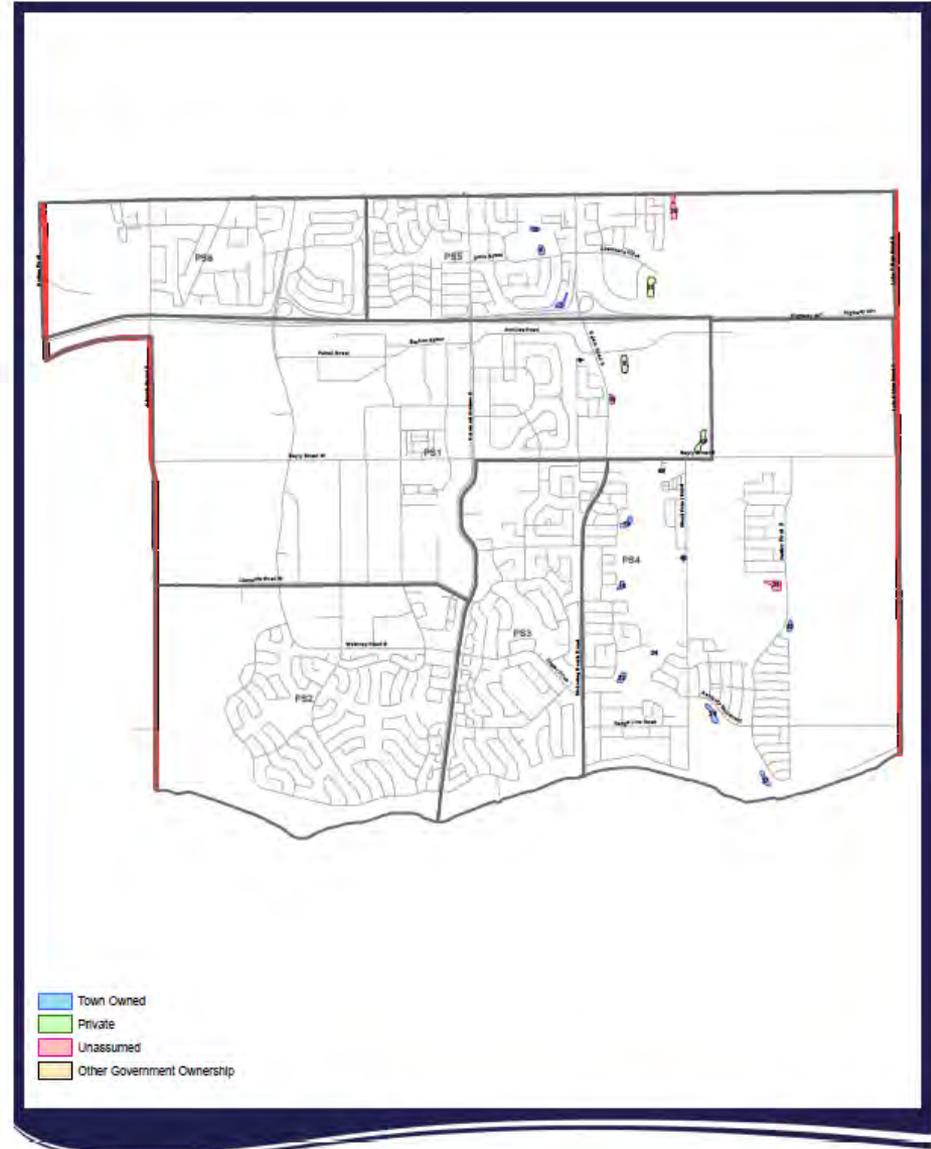
Existing Infrastructure in Ajax	Quantity
Stormwater Ponds	57 (51 assumed by owned)
Storm Sewer Pipe	392km
Oil and Grit Separators	8
Number of Catchbasins	8,966
Number of Manholes	4,969
Number of Culverts	23
<b>Low Impact Development Projects</b>	
Bioswales	7
Rain Garden	1
Cisterns	5 facilities(total capacity - 226,700 liters)
Green Roofs	Fire Headquarters & Operations Centre (totaling 20,939 sq.ft)

# Stormwater Overview



### Storm Water Management Ponds - North

Sources: Assessment Parcels © MPAC, Single Line Road Network © Regional Municipality of Durham, Other Sources: Town of Ajax, 2014.

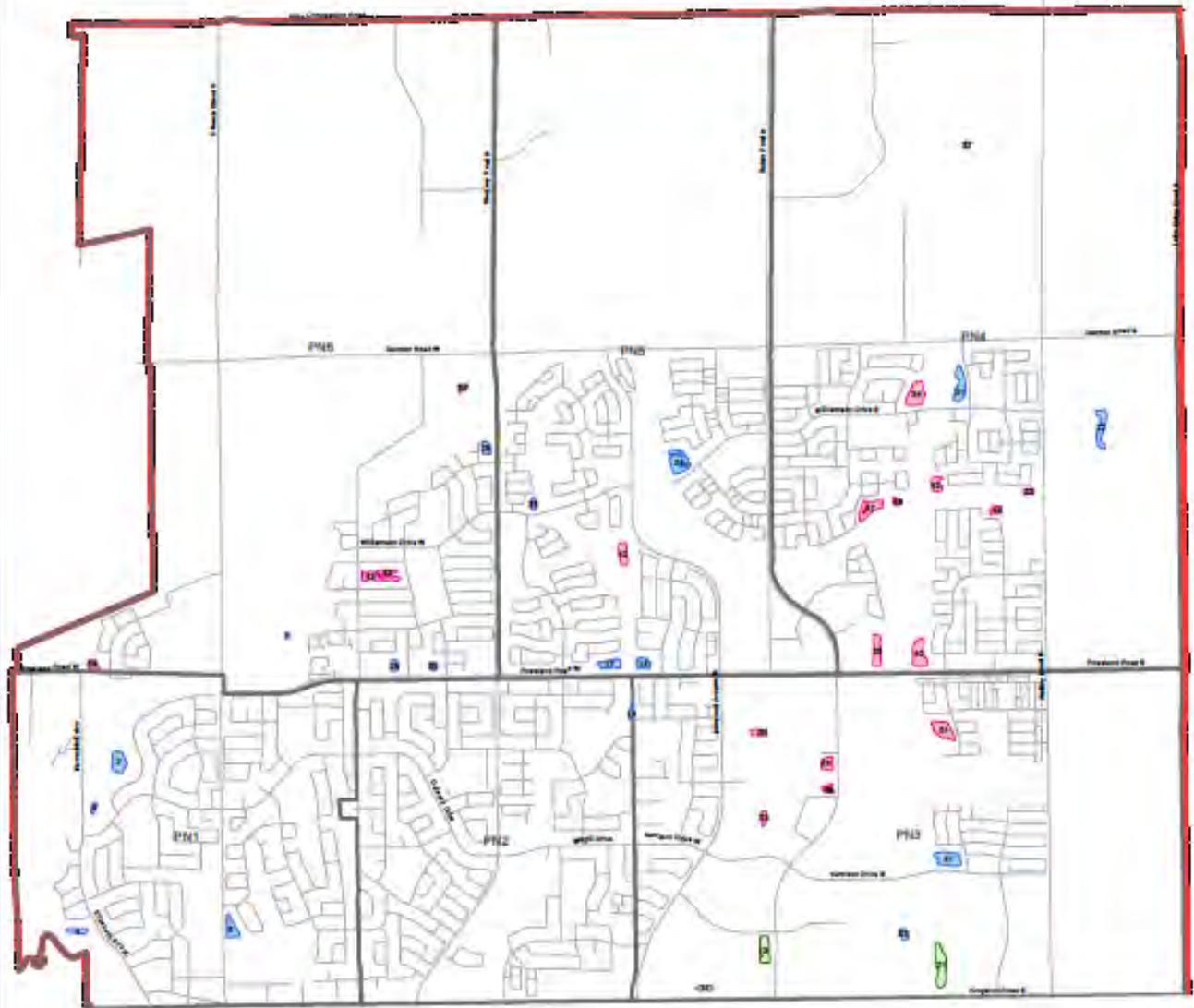


### Storm Water Management Ponds - South

Sources: Assessment Parcels © MPAC, Single Line Road Network © Regional Municipality of Durham, Other Sources: Town of Ajax, 2014.

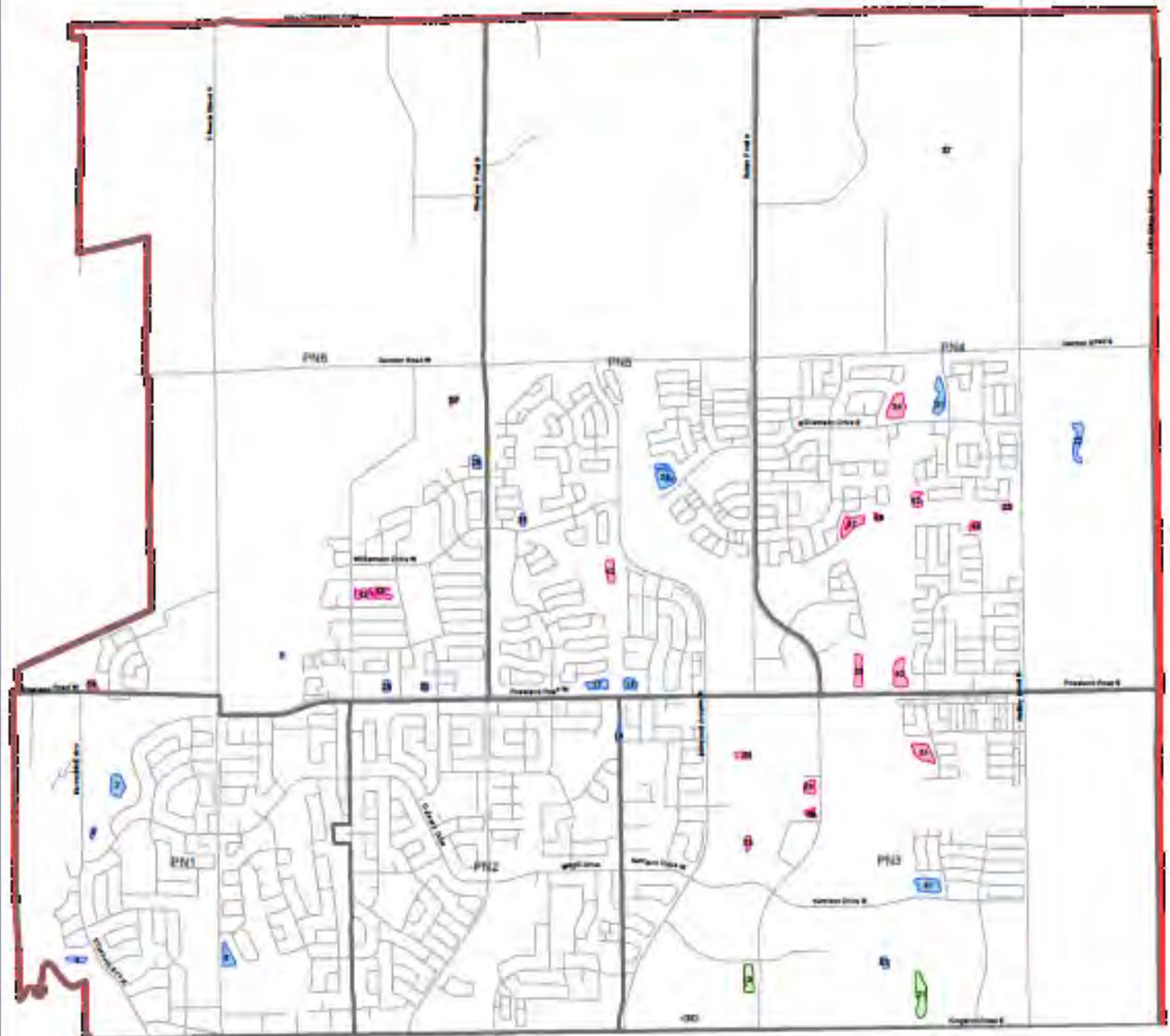


# Stormwater Management Ponds: North Ajax



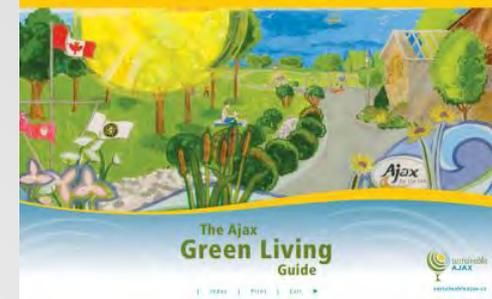
-  Town Owned
-  Private
-  Unassumed
-  Other Government Ownership

# Stormwater Management Ponds: South Ajax



- Town Owned
- Private
- Unassumed
- Other Government Ownership

- Environmental Assessment Master Planning Study: SWM Retrofit Study (2011).
- Class Environmental Assessment Carruthers Creek Flood Management and Analysis (2013)
- Additional Stormwater Pond Analysis six oldest ponds in Ajax (2014), plus analysis of Hermitage Pond and Annie Pond.



# Stormwater Studies

Year	Project	Cost	Primary Funding Source
2008	Rotary Park Permeable Parking Lot	\$20,000	General Levy
2009	Rotary Park Bioswale # 1	\$25,000	General Levy
2009	Fire Headquarters green roof and cistern	Green Roof - \$150,000 Cistern - \$50,000 Plumbing - \$10,000	Federal Gas Tax
2010	Operations Centre green roof and cistern and upgraded water saving features.	Green Roof - \$230,000 Cisterns - \$15,000	Federal Gas Tax
2011	Environmental Assessment Master Planning Study: SWM Retrofit Study	\$130,000	General Levy
2011	Greenwood Pavilion Cistern	\$15,000	
2012	Carruthers Marsh Pavilion bioswale and cistern	Cistern - \$14,000 Plumbing - \$20,000	
2012-2013	Paradise Beach Water Quality Testing and Beachgrooming	\$50,000	TRCA
2013	Class Environmental Assessment Carruthers Creek Flood Management and Analysis	\$400,000	General Levy
2013	Annie Pond & Hermitage Pond Operating and Maintenance Assessment	\$35,000	General Levy
2013	Paradise Beach Bioswales #1	\$45,000	General Levy
2013	Achilles Pond Rehabilitation	\$60,000	SWM Maintenance Reserve and Region
2013	Audley Recreation Centre Bioswales	Bioswale, Landscaping and Irrigation - \$200,000	Federal Gas Tax
2014	Needs assessment studies on the six oldest ponds in Ajax	\$50,000	General Levy
2014	Carruthers Marsh Bioswales	\$100,000	Development Reserve
2014	Paradise Beach Bioswales #2 & # 3	\$80,000	Grant-RBC, Sierra Club & TRCA
2014	Lake Driveway Rain Gardens	\$375,000	Federal Gas Tax
Total		<b>\$2,074,000</b>	

# Completed Stormwater Projects

- Annual Inspections (staff time)
- Street Sweeping (\$200,000)
- Waterfowl Control (\$5,600)
- Beaver Management (\$1,000)
- Ditching (17,000)
- Catch Basin Cleaning (\$ 87,200)
- Storm Sewer Flushing (\$19,100)



# Annual Operating Costs

Year	Project	Cost	Primary Funding Source
2015	Annie Stormwater Pond Rehabilitation	\$350,000	General Infrastructure Maintenance
2015	SWM Waterfront Improvements Wetland Restoration at Paradise Park	\$90,000	Federal Gas Tax
2016- 2019	SWM Waterfront Improvements Including rain garden monitoring and construction of a wetland at Paradise Park.	\$1,140,000	Federal Gas Tax
2016	Pickering Plains	\$175,000	General Infrastructure Maintenance
2017	Fishlock Pond Denis O'Connor Park	\$180,000	General Infrastructure Maintenance
2018	Steele Valley Pond	\$225,000	General Infrastructure Maintenance
2019	Stormwater Pond Condition Assessment	\$50,000	General Infrastructure Maintenance
	<b>Total Forecasted Projects</b>	<b>\$2,210,000</b>	



# Proposed Capital Projects

- Additional Environmental Assessments for the SWM of Ajax Mid-Town and North Ajax. It is estimated that these studies will cost approximately \$300,000 each.
- Increased application of permeable parking along the waterfront.
- Removal of culverts along the waterfront with replacement of LID infrastructure.
- Implementation of a water quality testing program of stormwater runoff.
- Implementation of recommendations stated in the 2011 Retrofit Study including the implementation and monitoring of the Lake Driveway rain gardens.
- Implementation of the recommendations from the 2013 Carruthers Creek Environmental Assessment including the design and implementation of a wetland at Paradise Park.
- Storm sewer replacement program



## Future Unfunded Initiatives

A stormwater Utility Charge / User Fee is a standalone charge that is applied either to a property tax bill or a water bill. This charge allows revenue to be generated for applications related to the management of stormwater within the municipality.

- **Flat Rate Fee**

This fee is generally calculated on the size and use of a property.

In general, a category for the Flat Rate Fee is dependent on whether the property is residential, commercial, industrial or agricultural.

- **User Rate Model / Impervious Surface Area, Development Intensity Factor**

This fee is usually determined based on the amount of impervious surfaces on a property (roof size, patios, driveways & parking lots).

- **Incentive Programs**

- Discount on the stormwater utility charge on private property if they implement SWM such as rain barrels, permeable pavement, green roofs & cisterns.
- Offering subsidized rain barrels, drought resistant native plants to residents to install on private property to better manage stormwater.

# Stormwater Utility Charge/User Fee

Municipality	Number of Ponds	Annual Capital Budget	Primary Funding Source	Stormwater Utility Fee	Fee Implementation	What is the Average Household Charge?	Stormwater Incentive Programs
Ajax	57	Variable	General levy Federal Gas Tax General Infrastructure	N	n/a	n/a	Yes- annual rain barrel sale
Guelph	117	\$250,000	Property Taxes (supplemental funding through FGT and DC's)	In study phase	n/a	n/a	Part of stormwater utility fee roll-out
Brampton	200+	\$1,000,000 - sediment removal. Pond retrofit - \$300 k	Provincial gas tax funding for sediment removal, operation for retrofit	In process	n/a	n/a	Part of stormwater utility fee roll-out
Oakville	51	\$250,000	Capital Budget	N	n/a	n/a	N
Richmond Hill	95	\$200,000 - \$ 5 million	Reserve fund but future will be a Utility Fee	Y	2013	Res - \$47.62/Year Multi Res - \$138.36/Year	
Waterloo	46	Unavailable	Utility Fee	Y	2011	\$5.39 per month	Rate credit of up to 45% for implementing SWM on their own property
Hamilton		Unavailable	87 % is supported by utility fee. The remainder 13 % is property taxes	Yes (combined)	2005	Combined waste/storm water fee \$467.60 / year	Rain barrel sale, Flood aware (Protective Plumbing program), and downspout disconnection.
Kitchener	91	\$ 7,780,456 based on forecasted Capital	Stormwater Utility Fee	Y	2011	\$10.17 per month for Medium detached home	N
Mississauga		\$8,030,000 (2012)	Property Taxes & Development Charges	In Process	2016	TBD	

# Municipal Funding Sources

### Phase 1 \$250,000 (estimated)

- Analyze existing infrastructure , studies, levels of service
- Create a stormwater database that includes calculated quantities of stormwater runoff from each property within Ajax.
- Investigate a suitable rate structure
- Develop a SWM and Funding Strategy
- Support staff in public consultation and community outreach
- Prepare a report for Council to review with recommendation

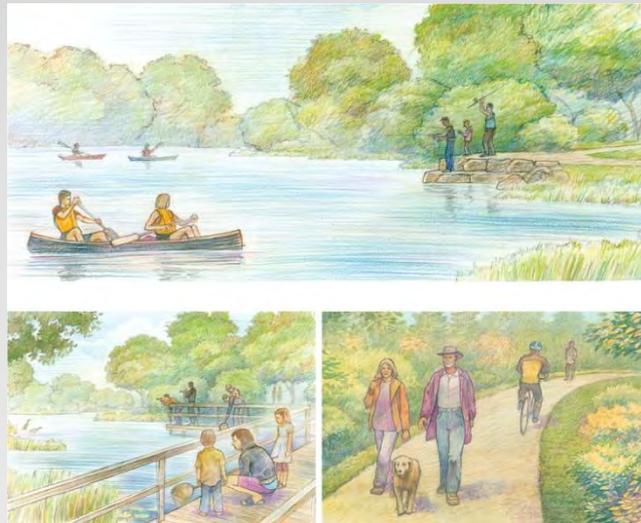
### Phase 2: \$350,000 (estimated)

- Creation of a stormwater runoff property model and database based on an approved storm sewer rate methodology
- By-law creation and implementation schedule
- Legal review and administrative support requirements, including internal processes
- Identification of future Levels of Service
- Public consultation
- **Final report for Council's consideration**
- Communication Strategy and roll-out

# Process for Establishing a User Fee

During this term of council establish a sustainable funding source to maintain the Towns stormwater infrastructure.

A stormwater Utility Charge / User Fee would allow funds to be generated for the **application of ongoing management and maintenance of Ajax's stormwater system** including staffing and equipment.



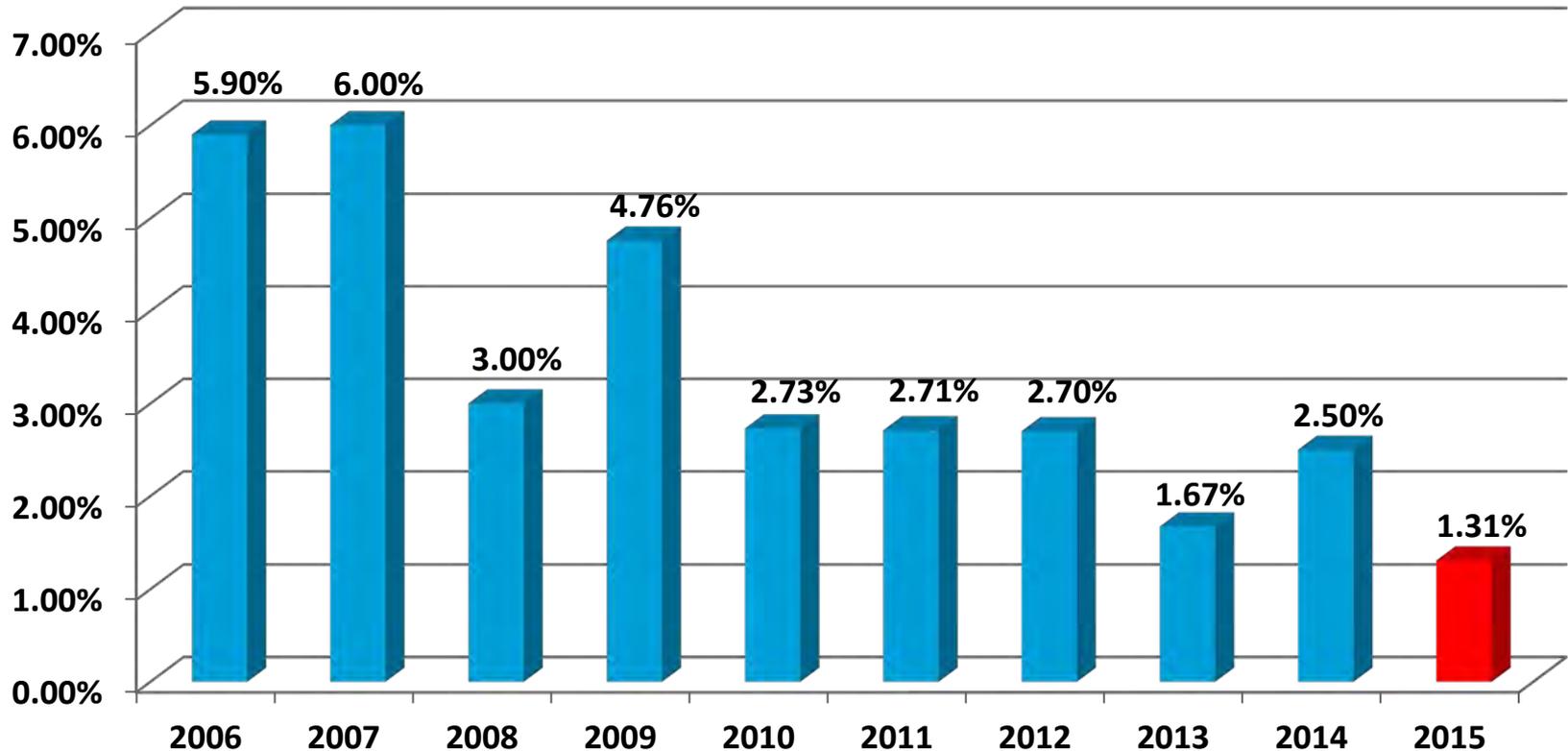
# Conclusion



# 2015 – 2018 General Levy Forecast



# Assessment Growth - Historical



# Assessment Growth - Trend



- As detailed in the preceding chart, declining assessment growth has been the trend in recent years due to a number of factors:
  - Multi-year backlog of prior years assessment appeals cleared by MPAC and ARB, in particular prior to the 2012 reassessment (for 2013 tax year)
  - Supplementary assessments being added by MPAC on a more timely basis; retroactive assessments are now the exception, not the norm
  - Fewer greenfield development sites, resulting in fewer Town initiated appeals
  - Legislative changes in assessment methodology (e.g. shopping centres)

# Assessment Growth - Future

➤ Will continue to fluctuate from year to year, based on a number of factors:

- Residential permits (single, semi, townhouse) are forecast to remain generally consistent
- Existing industrial commercial activity (e.g. Lifetime Athletic and Index Energy Steam Plan Redevelopment) will be added in future years
- Additional taxation from Vision at Pat Bayly Square and Grand Harwood Place is deferred for 10 years under the Downtown CIP Rehabilitation Program



# General Levy Forecast - Process



- New process that bases first year of the forecast period on a draft preliminary operating budget, has resulted in numbers that are:
  - more detailed and accurate
  - reflective of the tax rate increase environment
  
- Numerous adjustments (primarily reductions), are made by Department Managers and Directors before their forecast is submitted
  
- Introduced a new internal review process, in between completion of the GLF and submission of the Operating Budget
  
- Objectives of the meeting included:
  - opportunity for departments to discuss major issues, challenges, opportunities
  - identify any post forecast items, events, etc. that will affect the budget submission
  - where possible, make decisions to reduce the operating budget increase
  
- Continue to utilize a modified version of Zero Based Budgeting (ZBB) approach

# Inflation Pressures

- Cost increases in a number of areas, continue to significantly exceed tax rate increases and the Consumer Price Index (CPI)
- May be some moderation, but many increases are expected to remain high throughout the forecast period
- Largest increases affecting 2015 budget are detailed below:



Budget Item	Budget Increase
Hydro Electricity	\$292,300
WSIB Premiums	207,500
Natural Gas	144,300
Insurance Premiums	96,400
<b>Total</b>	<b>\$740,400</b>

# New Expanded Programs and Initiatives

- Challenging to fund any new or expanded items in 2015 due to:
  - 1) Tax rate pressures from the existing base operating budget
  - 2) Lack of staff resources available to implement and manage
  - 3) Need to free up budget capacity to increase staff levels
- Items included in recent budgets have been either legislative requirements (One Call utility locates in 2013) or identifying previous commitments (Pan Am TO2015 Games in 2014)
- Most recent year that a new/expanded program or initiative was funded was in the 2012 budget



# TO2015 Pan Am Games

- No impact on 2015 budget or tax rate, as entire estimated amount of \$420,100 will be funded from a portion of the 2014 Operating Budget Surplus
- Eliminates an estimated 0.75% tax rate increase
- Estimated \$150,000 in expenditures/revenue losses are expected to be covered by TO2015 through the Municipal Services Agreement



# 2015 General Levy Forecast

Operating Budget Item	Budget Inc./ (Dec.)
Existing Full & Part Time Staff Costs (excluding WSIB)	\$906,800
Inflation – WSIB, Insurance, Hydro, Natural Gas	740,400
Infrastructure Maintenance	302,800
Other Operating Budget Expenditures	(118,700)
Other Operating Budget Revenues	(118,300)
<b>Total Operating Budget</b>	<b>\$1,950,400</b>
General Levy Funded Reserve Allocations (25% of Growth)	198,000
Estimate for Additional Full & Part Time Staff Resources	248,000
<b>Total General Levy</b>	<b>\$2,396,400</b>
<b>Estimated Tax Rate Increase</b>	<b>4.35%</b>

- Estimated tax rate increase net of assessment growth – **3.04%**

