


The Corporation of the Town of Ajax  
**GENERAL GOVERNMENT COMMITTEE**  
Thursday, April 10, 2014  
**Open Meeting at 2:00 p.m.**  
River Plate Room, Town Hall  
65 Harwood Avenue South



Confirmed by: 

## AGENDA

*Alternative formats available upon request by contacting:*  
[sarah.moore@ajax.ca](mailto: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**
3. **Adoption of In-Camera Minutes – March 20, 2014** (circulated separately)
  - *Any discussion will be held in the In-Camera Session*
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 **Contract Award – Concrete Sidewalk and Curb Repairs**, D. Meredith, Director of Operations & Environmental Services / R. Chalmers, Supervisor, Infrastructure and Capital Projects ..... 3
  - 4.2 **Contract Award – Various Park Improvements**, D. Meredith, Director of Operations & Environmental Services / T. Murphy, Supervisor, Infrastructure and Capital Projects..... 6
  - 4.3 **Contract Award – Carruthers Marsh Splashpad Construction**, D. Meredith, Director of Operations & Environmental Services / T. Murphy, Supervisor, Infrastructure and Capital Projects ..... 20
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4.5	<b>Contract Award – Compact Loader</b> , D. Meredith, Director of Operations & Environmental Services / S. Glew, Fleet manager .....	29
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## 5. Presentations / Discussion

5.1	<b>Contract Award – Kitney Drive Extension - Construction</b> , P. Allore, Director of Planning & Development Services/ R. Fernando, Capital Projects Coordinator .....	44
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5.3	<b>Human Resources Strategy 2014 – 2017 Great People! Great Culture!</b> , B. Skinner, Chief Administrative Officer / S. Dunn, General Manager, Human Resource Services .....	71

## 6. Departmental Updates

## 7. Adjournment

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Dave Meredith  
Director, Operations and Environmental Services

**PREPARED BY:** Rick Chalmers  
Supervisor, Infrastructure and Capital Projects

**SUBJECT:** **Contract Award – Concrete Sidewalk and Curb Repairs**

**WARD(S):** All

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** Tender No. T14014

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### **RECOMMENDATION:**

1. That Council award the contract for Concrete Sidewalk and Curb Repairs to Ore Construction Ltd. in the amount of \$467,221.10 (inclusive of all taxes).
2. That additional Concrete Sidewalk and Curb Repairs be completed, as required, not to exceed the balance of the approved operating budget, based on the unit prices submitted by Ore Construction Ltd.

### **BACKGROUND:**

As part of the 2014 Budget process, Council approved funding to undertake various concrete sidewalk, walkway and curb repairs and replace aging and obsolete catch basin grates. The following is a summary of each project to be completed in conjunction with the contract award:

- Sidewalk maintenance
- Curb and gutter repair
- Catch basin and grate repair

#### *i)* Sidewalk Maintenance:

The Town performs annual maintenance to keep the sidewalks in a state of good repair. In determining priority locations, staff utilize annual sidewalk inspections, daily infrastructure inspections and customer service calls received from Town residents, reporting issues relating to sidewalk deficiencies. Sidewalk replacements are prioritized using criteria which includes trip hazards, areas of ponding water and major cracked bays.

As part of the sidewalk maintenance program, there is also a need to allocate money for boulevard and driveway restoration. These associated costs are reflected within this contract award.

*ii)* Curb and Gutter Repairs:

The Town performs annual maintenance to keep the concrete curbs and gutters in a state of good repair. In determining priority locations, staff used daily infrastructure inspection reports as well as calls received from local residents. These areas of repairs are throughout the various wards based on staff assessment. While curb and gutters are being repaired, staff are recommending the replacement of catch basin frames and grates to the Town's current standard.

As part of the concrete curb and gutter repair program, there is also a need to allocate money for boulevard and driveway restoration. These associated costs are reflected within this contract award.

*iii)* Catch Basin and Grate Repair:

During the past six (6) years, the Town has replaced in excess of two hundred and fifteen (215) catchbasin frames and grates under this program to ensure they are bicycle safe. As the Town encourages the use of alternative modes of transportation such as bicycles, it is very important to ensure that catchbasin grates be replaced such that they do not pose a hazard to cyclists. Staff has inventoried 356 catchbasin frames and grates that remain to be converted to the Town's standard catchbasin frame and bicycle proof grate. Twenty (20) locations on Mill Street have been identified for catchbasin frame and grate replacement in 2014.

The Town's Pedestrian and Bicycle Master Plan (2010) recommended that the needs of pedestrians and cyclists be considered during the design of transportation projects and services. The replacement of catchbasin frames and grates to a bicycle friendly standard is consistent with the recommendations of this plan.

As part of the catchbasin grate repair program, there is also a need to allocate money for boulevard and driveway restoration. These associated costs are reflected within this contract award.

**DISCUSSION:**

Request for Tender (RFT) documents were issued to ten prospective bidders with bids being received back from seven of these, prior to the closing on March 4, 2014. Upon review of the six bids received, a number of arithmetical errors were discovered, resulting in a Corrected Total Tender Amount. Listed below is a summary of the bids received:

NAME OF BIDDER	TOTAL TENDER AMOUNT	CORRECTED TOTAL TENDER AMOUNT
ORE Construction Ltd.	\$466,825.60	\$467,221.10
Trisan Construction	\$551,044.50	\$551,044.50
002274084 Ontario Ltd. o/a GMP Contracting	\$558,672.00	\$558,672.00
Bennington Construction Ltd.	\$560,829.74	\$560,829.74
Ashland Paving Limited	\$577,337.34	\$577,337.34
Pencon Construction of Canada Corp.	\$596,651.30	\$596,651.30
Serve Construction Ltd.	\$634,566.76	\$634,566.76

### FINANCIAL IMPLICATIONS:

Funds for Concrete Curb and Sidewalk Repairs are included in the Operations and Environmental Services operating budget.

### COMMUNICATION ISSUES:

Minor disruptions due to limited driveway access and localized lane closures will be experienced by residents and motorists during the construction period. Every effort, however, will be made to keep these inconveniences to a minimum throughout the process. Communications will include the delivery of a construction notice to all affected residents, the provision of a construction outline and schedule on the Town's website and where appropriate, construction notice signs will be posted. The Town's contractors will be instructed to ensure that adequate safety measures are in place to protect the public for each of the projects.

### CONCLUSION:

It is the recommendation of staff that Ore Construction Ltd. be awarded the contract for Concrete Sidewalk and Curb Repairs, being the lowest bidder meeting minimum specifications.

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Rick Chalmers  
Supervisor, Infrastructure and Capital Projects

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Dave Meredith  
Director, Operations & Environmental Services

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Dave Meredith  
Director, Operations and Environmental Services

**PREPARED BY:** Tim Murphy  
Supervisor, Infrastructure and Capital Projects

**SUBJECT:** **Contract Award – Various Park Improvements**

**WARD(S):** All

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** Tender No. T14018  
Capital Account No. 954711 - Asphalt Walkway Maintenance  
Capital Account No. 954511- Playground Replacement Program  
Capital Account No. 954311- Kinsmen Parking Lot Resurfacing  
Capital Account No. 955411 - Line Painting - Various Parks

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### **RECOMMENDATION:**

1. That Council award the contract for Various Park Improvements to Melfer Construction Inc. in the amount of \$524,524.43 (inclusive of all taxes).
2. That Council approve funding of \$17,755.75 to be allocated to Capital Account No. 954511 from General Infrastructure Maintenance Reserve.
3. That Council approve funding of \$7,161.24 to be allocated to Capital Account No. 954311 from General Infrastructure Maintenance Reserve.
4. That Council approve the transfer to the General Infrastructure Maintenance Reserve, the amount of \$24,916.99 from the scope reduction of Capital Account No. 955411 – Line Painting – Various Parks.

**BACKGROUND:**

Through the 2014 capital budget process, staff identified five (5) projects related to park improvements that could be tendered as a single contract and result in more competitive pricing from contractors. These projects include the following:

1. Asphalt Walkway Maintenance – Kinsmen Park
2. Kinsmen Park Parking Lot Resurfacing
3. Kinsmen Park Playground Replacement
4. Duffins Bay Park Playground Replacement
5. Paradise Park Accessible Parking

**1. Asphalt Walkway Maintenance – Kinsmen Park**

As part of the annual budget process, staff completed the Asphalt Pathway Inventory & Assessment to identify trails in need of maintenance or replacement. The trail starting at Clover Ridge Drive East heading north to Bryant Drive through Kinsmen Park was identified as a priority for replacement in 2014.

The rehabilitation of this trail includes relocating the existing trail approximately three (3) metres to the west in order to move the trail away from the existing fence line of the park. This relocation will make the trail easier to maintain and reduce conflicts with existing mature trees in the area. The existing trail area will be decommissioned and sodded while the new trail system will include excavation of topsoil, installation of 250mm of granular bedding and the application of 90mm of asphalt. This trail has been designed with 3.0 metre wide asphalt in order to accommodate the service vehicles currently performing park maintenance. The reconstruction of this trail will also allow for culverts to be placed at two (2) locations in order to promote drainage towards catch basins and increase the life cycle of this trail.

**2. Kinsmen Park Parking Lot Resurfacing**

Staff noted the deterioration of the Kinsmen Park Parking Lot during annual conditional assessments on park infrastructure. The asphalt surface has degraded beyond its useful life cycle and is in need of replacement. This parking lot supports general park users and soccer user groups permitting the fields at Kinsmen Park (see attached Kinsmen Park Trail Location Drawing).

The reconstruction will include the following:

- Excavation of existing asphalt;
- Installation of new granular and sub-grade drainage system; and
- Installation of new asphalt surface and painting;

**3. Kinsmen Playground Replacement**

The Town has an existing inventory of 80 playgrounds. Referencing industry guidelines, staff recommend a 13 to 15 year life cycle for these structures. Based on this life cycle recommendation, one (1) to five (5) structures should be replaced annually, subject to staff conditional assessments and inspections. Staff have identified the playstructure at Kinsmen Park for replacement in 2014. The existing playstructure at this park was installed in 1999 and is in need of replacement. The following improvements have been included in the new design:

- New junior and senior playstructure;
- Replacement of swings;
- Installation of a playground drainage system and resilient surfacing; and
- Updated site furniture and signage.

Operations and Environmental Services staff held a public meeting for residents in proximity to Kinsmen Park and input received from these residents was incorporated into the final design of this playground (see attached Kinsmen Park Playground Drawing).

#### **4. Duffins Bay Park Playground Replacement**

The playground at Duffins Bay Park was also included for replacement in the 2014 capital budget submission. Conditional assessments and playground inspections highlighted that the existing structure was beyond its useful life cycle and staff were investing significant maintenance hours to maintain the safety of this playground (see attached Duffins Bay Park Playground Drawing). The existing playstructure at this park was installed in 1999.

Operations and Environmental Services staff held a public meeting for residents in proximity to Duffins Bay Park to discuss the replacement of the playground and offer an opportunity to provide input into the final design of the playground components. Input received from these residents was incorporated into the final design of this playground.

The following improvements have been included in the new design:

- New junior/senior combination playstructure;
- Replacement of and expansion of existing swings;
- Installation of a playground drainage system and resilient surfacing;
- Shade tree planting; and
- Updated site furniture and signage.

Staff have partnered with the Region of Durham Health Department when designing new playstructures to ensure all structures meet current CSA standards.

#### **5. Paradise Park Accessible Parking**

During various waterfront public meetings in 2012 and 2013, residents suggested the need for additional accessible parking stalls in the Pickering Beach Area. Additional accessible parking spaces located closer to the waterfront trail would promote more activity for seniors and mobility impaired individuals on the waterfront. Staff are recommending that these spaces are constructed with a strong connection to the waterfront trail and have subsequently proposed a location adjacent to the trail just east of the beach access area (see attached Paradise Park Accessible Parking Location Drawing). This initiative is strongly supported in the Town's Accessibility in Action Strategy (2012) which promotes a *"Commitment to greater accessibility into, within, out of and around Town of Ajax facilities, parks, trails and public spaces."*

It is anticipated that these construction works will take place in July and August of this year (2014).



**DISCUSSION:**

Request for Tender (RFT) documents were issued to ten prospective bidders with bids being received back from seven of these, prior to the closing on March 18, 2014. Upon review of the seven bids received, one of the submissions was found to be non-compliant and therefore cannot be considered in the award. During the analysis of the compliant bids, a number of arithmetical errors were discovered, resulting in a Corrected Total Tender Amount. Upon further review of the bids received, a number of provisional items listed in the Bid Document were removed from the award, resulting in an Adjusted Total Tender Amount. Listed below is a summary of the bids considered:

NAME OF BIDDER	TOTAL TENDER AMOUNT	CORRECTED TOTAL TENDER AMOUNT	ADJUSTED TOTAL TENDER AMOUNT
Melfer Construction	\$557,490.02	\$557,490.02	\$524,524.43
Lakeridge Contracting Ltd.	\$557,629.91	\$557,629.91	\$524,871.55
Royalcrest Paving & Contracting Ltd.	\$589,369.24	\$589,371.50	\$556,890.78
Colpac Construction Inc.	\$599,420.59	\$599,420.59	\$566,017.79
Tri Son Contracting Inc.	\$638,907.54	\$638,952.74	\$598,298.61
2274084 Ontario Ltd. o/a GMP Contracting	\$790,937.29	\$790,937.29	\$748,432.34

**FINANCIAL IMPLICATIONS:****Capital Account No. 954711 – Asphalt Walkway Maintenance**

Approved Capital Budget		\$278,000.00
Previous Awards/Expenditures		
Contract (net of HST rebate)	\$147,384.64	<u>\$147,384.64</u>
Available Budget		<u>\$130,615.36</u>
Current Award		
Contract (net of HST rebate)	\$88,055.98	
Material Testing	\$2,500.00	
Contingency	<u>\$8,805.60</u>	<u>\$99,361.58</u>
Under Budget		<u>\$31,253.78</u>

**Capital Account No. 954511 – Playground Replacement Program**

Approved Capital Budget		\$350,000.00
Previous Awards/Expenditures		
Park Design Consulting	\$2,192.93	<u>\$2,192.93</u>
Available Budget		<u>\$347,807.07</u>
Current Award		
Contract (net of HST rebate)	\$332,329.84	
Contingency	<u>\$33,232.98</u>	<u>\$365,562.82</u>
Over Budget		<u>\$(17,755.75)</u>

**Capital Account No. 954311 – Kinsmen Park Parking Lot Resurfacing**

Approved Capital Budget		\$50,000.00
Contract (net of HST rebate)	\$51,964.76	
Contingency	<u>\$ 5,196.48</u>	<u>\$57,161.24</u>
Over Budget		<u>\$(7,161.24)</u>

A contingency amount has been allocated for these projects. The specific amount for the Various Park Improvements project has been set at 10% of the net contract price in order to rectify soft spots, drainage issues or additional compaction testing if required. Over-runs may occur on the estimated quantities of asphalt paving to be replaced and additionally an amount must exist for the excavation, replacement and compaction of suitable granulars if soil conditions are such that it is deemed necessary to perform these works.

Partial funding for this Project will be made available by reducing the scope of Capital Account No. 955411 for Line Painting – Various parks. The Capital Detail Sheet is attached for information.

Additional funding, not to exceed \$24,916.99, will be allocated from General Infrastructure Maintenance Reserve.

The Capital Detail Sheets are attached for information.

**COMMUNICATION ISSUES:**

Staff conducted a public open house to gather input from residents on the playstructure components they would like to see at Kinsmen Park and Duffins Bay Park Playgrounds. Staff introduced various playstructure designs to residents at these public meetings and comments received were incorporated into the final design of the playground structures. Staff also introduced the trail relocation and parking lot resurfacing during the Kinsmen Park Open House.

Additional communications will include the provision of a construction outline and schedule on the Town's website and where appropriate construction notice signs will be posted. The Town's contractors will be instructed to ensure that adequate safety measures are in place to protect the public during construction.

Minor disruptions due to noise and the closing of the trails during construction will be experienced by residents in the local area. Every effort, however, will be made to keep these inconveniences to a minimum throughout the process. Communication will include the following:

- Provision of a construction outline and schedule on the Town's website;
- Construction Notice Signs will be placed at the trail entrances in advance of construction;

The Town's contractors will be instructed to ensure that adequate safety measures are in place to protect the public

**CONCLUSION:**

It is the recommendation of staff that Melfer Construction Inc. be awarded the contract for Various Park Improvements, being the lowest bidder meeting minimum specifications.

**ATTACHMENTS:**

ATT-1: Capital Account No. 954711 - Asphalt Walkway Maintenance  
ATT-2: Capital Account No. 954511- Playground Replacement Program  
ATT-3: Capital Account No. 954311- Kinsmen Parking Lot Resurfacing  
ATT-4: Capital Account No. 955411 – Line Painting - Various Parks  
ATT-5: Kinsmen Park Playground Drawing  
ATT-6: Kinsmen Park Trail Location Drawing  
ATT-7: Duffins Bay Park Playground Drawing  
ATT-8: Paradise Park Accessible Parking Drawing

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Tim Murphy  
Supervisor, Infrastructure and Capital Projects

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Dave Meredith  
Director, Operations and Environmental Services

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Infrastructure
<b>Project Name</b>	<b>Asphalt Walkway Maintenance</b>
<b>Submitted By</b>	Rick Chalmers, Supervisor, Infrastructure & Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0954711

**PROJECT DESCRIPTION / JUSTIFICATION**

The Town's asphalt pathway infrastructure is aging. With aging comes deterioration including settlements, ponding and the breakdown of the walking surface. The pathway infrastructure requires upgrading to provide a minimum 2 metres asphalt width on all pathways which are strictly for pedestrian use and 2.5 – 3 metres for pathways that are required as a route for maintenance vehicle access. Staff are recommending various trails throughout the Town for resurfacing in 2014. The trails serve as pedestrian and cycling connections with many used as pedestrian routes to schools.

<b>2014</b>	Millers Creek - Kingston Rd to Millington Cres (Re-construction)	\$50,000
	Kinsmen Park including connection to parking lot (Widen Trail)	110,000
	Lakeside Greenbelt - Lake Driveway to Milner Cres (Widen Connection/Re-construction of Main Trail)	100,000
	Lakeside Greenbelt from Parkes parking lot (Re-construction)	18,000
	<b>Total</b>	<b>\$278,000</b>

**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>278,000</b>					<b>278,000</b>
General Infrastructure Maintenance	278,000					278,000
<b>Total Funding</b>	<b>278,000</b>					<b>278,000</b>

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Infrastructure
<b>Project Name</b>	<b>Playground Replacement Program</b>
<b>Submitted By</b>	Tim Murphy, Supervisor, Infrastructure & Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0954511

**PROJECT DESCRIPTION / JUSTIFICATION**

The Town has an existing inventory of 79 playgrounds. Based on industry guidelines, staff recommend a 15 to 20 year life cycle for these structures. Based on this life cycle recommendation, up to five (5) structures should be replaced annually, subject to staff assessment and inspections.

Replacement playgrounds are designed with community input and engineered to ensure compliance with CSA guidelines and The Region of Durham Health Standards.

The Recreation, Parks & Culture Master Plan (2008) recommends that the Town should continue to follow CSA guidelines for playground construction and ensure that all playgrounds are regularly inspected and maintained by trained staff.

<b>2014</b>	Kinsmen Park (1999)	\$200,000
	Duffins Bay Park (1999)	150,000
	<b>Total</b>	<b>\$350,000</b>

Each of these parks serves a large geographic area. Residents from these areas will be given an opportunity to provide input into the design of the new playgrounds.

**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>350,000</b>					<b>350,000</b>
General Infrastructure Maintenance	350,000					350,000
<b>Total Funding</b>	<b>350,000</b>					<b>350,000</b>

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Infrastructure
<b>Project Name</b>	Kinsmen Park Parking Lot Pavin
<b>Submitted By</b>	Tim Murphy, Supervisor, Infrastructure & Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0954311

**PROJECT DESCRIPTION / JUSTIFICATION**

The Town's municipal parking lot infrastructure is aging. With aging comes deterioration, including settlements, potholes, ponding and a breakdown of the parking surface which leads to an uneven surface. The resurfacing of municipal parking lots, including concrete sidewalk and curb repairs, is a necessary component of the Town's maintenance program, prolonging the life of the pavement structure. Staff conducted an inventory and assessment of all municipal parking lots during the summer of 2012 and 2013, at which time, the Kinsmen Park parking lot was identified as a priority for resurfacing.

The Kinsmen parking lots features approximately 40 spaces and supports various soccer programming and general park activities.

<b>2014</b>	Kinsmen Park	<b>\$50,000</b>
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**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	50,000					50,000
General Infrastructure Maintenance	50,000					50,000
<b>Total Funding</b>	50,000					50,000

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Operations
<b>Project Name</b>	Line Painting - Various Parkin
<b>Submitted By</b>	Tim Murphy, Supervisor, Infrastructure & Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0955411

**PROJECT DESCRIPTION / JUSTIFICATION**

Traditionally, parking lot lane markings were originally applied using a water-based latex pavement marking paint. The lines on the majority of these surfaces have not been re-applied with any type of regular schedule and as a result are currently in need of re-painting. In lieu of using the water based roadway paint it is recommended that a cold plastic or methyl methacrylate (MMA) material be used to greatly extend its useful life.

Staff are recommending the following parking lots for line painting in 2014:

Lake Driveway at Love Crescent  
Forest Ridge Park  
Imagination Park  
Cricket Club  
Cedar Park  
Rotary Park  
Lakeview Boulevard at Pickering Beach  
Millers Creek at Substation

<b>2014</b>	Line Painting - Various Parks	<b>\$40,000</b>
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**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>40,000</b>					<b>40,000</b>
General Infrastructure Maintenance	40,000					40,000
<b>Total Funding</b>	<b>40,000</b>					<b>40,000</b>









Alberty Crescent

Everett Road

Dreyer Drive

Kinsmen Park

Bryant Road

Archer Drive

Clover Ridge Drive E

**Legend**

- New Trail Alignment
- New Trail Link from Parking Lot
- Existing Trail Alignment





  
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## Legend

 2 Accessible Parking Stalls



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Dave Meredith  
Director, Operations and Environmental Services

**PREPARED BY:** Tim Murphy  
Supervisor, Infrastructure and Capital Projects

**SUBJECT:** **Contract Award – Carruthers Marsh Splashpad Construction**

**WARD(S):** 4

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** Tender No. T14021  
Capital Account No.953911 – Carruthers Marsh Splashpad  
Construction

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### **RECOMMENDATION:**

**That Council award the contract for Carruthers Marsh Splashpad Construction, to Melfer Construction Inc. in the amount of \$417,000.00 (inclusive of all taxes).**

### **BACKGROUND:**

During the public consultation process associated with the Waterfront Management Plan (2005), an additional splashpad to be constructed in the area of Carruthers Marsh Pavilion was identified for the Town of Ajax. The Waterfront Management Plan further went on to recommend a splash pad at this location.

In 2007, the Town of Ajax initiated an update to the Town's Recreation, Parks and Culture Management Plan. During the development of this plan, public consultation opportunities echoed the need for additional splashpads within the Town of Ajax; notably one at the Carruthers Marsh Pavilion location.

Staff consulted the public once again in 2008 during the planning and construction of the Carruthers Marsh Pavilion. Through this process, a splash pad was identified as a key element of the conceptual park design endorsed by Council.

In May of 2011, staff retained the services of a landscape architect to design a splashpad at this location. The landscape architect worked with staff and engineering professionals to develop a design that would meet the requirements of staff and also address concerns from residents and outside agencies (see attached). Subsequently, a new design was proposed for the Carruthers Marsh Splashpad that includes the following elements:

- A splashpad that incorporates the Marsh theme due to the proximity to the Carruthers Marsh;
- Opportunities for shaded seating areas;
- Provision for a separate toddlers play area with low flow splashpad activities; and
- Strong connections to the waterfront trail and the existing park features;

Staff worked closely with the Toronto Region Conservation Authority to obtain the necessary permits regarding the discharge route for the splashpad water. Earlier this year, staff awarded a contract to TRCA to initiate this work.

A series of bio-swales have been designed to filter the discharge water and provide essential habitat areas within the park. The bio-swale will be planted with native plants including various wetland edge vegetation plants including wildflowers, sedges, rushes, ferns, shrubs and small trees. Root systems of these native plants promote infiltration, improve soil permeability, participate in the hydrological cycle, and provide habitat for diverse microbial populations involved in biofiltration. The result is clean water discharging from the bio-swale at reduced velocity causing less erosion.

#### **DISCUSSION:**

Request for Tender (RFT) documents were issued to ten prospective bidders with bids being received back from five of these, prior to the closing on March 25, 2014. Upon review of the five bids received, one of the submissions was found to be non-compliant and therefore cannot be considered in the award. During the analysis of the compliant bids, a number of arithmetical errors were discovered, resulting in a Corrected Total Tender Amount. Listed below is a summary of the bids considered:

<b>NAME OF BIDDER</b>	<b>TOTAL TENDER AMOUNT</b>	<b>CORRECTED TOTAL TENDER AMOUNT</b>
Melfer Construction Inc.	\$417,000.00	\$417,000.00
Lakeridge Contracting Ltd.	\$467,692.71	\$467,692.71
2274084 Ontario Ltd. o/a GMP Contracting	\$528,098.27	\$528,096.83
Royalcrest Paving & Contracting Ltd.	\$630,532.66	\$630,329.26

#### **FINANCIAL IMPLICATIONS:**

Capital Account No. 953911 – Carruthers Marsh Splashpad Construction

Approved Capital Budget		\$540,000.00
Previous Awards		
TRCA – Splashpad Outfall Construction	\$95,145.60	<u>\$95,145.60</u>
Available Budget		<u>\$444,854.40</u>

Contract (net of HST rebate)	\$375,521.42	
Contingency	\$ 37,552.14	
Serdika Consulting	\$2,500.00	
Material Testing	<u>\$2,500.00</u>	<u>\$418,073.56</u>
Under Budget		<u>\$26,780.84</u>

Contingencies will be used for rectification of poor soils with additional granular material, rectification of drainage concerns, tree planting and restoration of park infrastructure including plant material and sod.

The Capital Detail Sheet is attached for information.

### COMMUNICATION ISSUES:

The Town of Ajax has partnered with the Toronto Region Conservation Authority and the Region of Durham Health Department during the design of this splashpad. Comments from both agencies were incorporated into the final design of the splashpad to ensure it was a safe play area for residents and that it would not interfere with the existing ecosystems that are enjoyed in this park.

The splashpad design was also circulated for additional comments from the Environmental Advisory and Accessibility Committees, the Parks Review Design Team and the Shoreline Improvement Strategy Team.

Minor disruptions due to noise and the closing of the trails and the splashpad during construction will be experienced by residents in the area. Every effort, however, will be made to keep these inconveniences to a minimum throughout the process. Communication will include the following:

1. Provision of a construction outline and schedule on the Town's website;
2. Construction Notice Signs will be placed at the trail entrances in advance of construction;

The Town's contractors will be instructed to ensure that adequate safety measures are in place to protect the public. These safety measures include a 1.8 metre high safety fence around the perimeter of the construction area and limited stockpiling of materials on site during construction works.

The construction is expected to begin in late April and be completed by the end of June. The construction schedule includes the following:

- Excavation and installation of drainage system and geotechnical components – 1 week
- Installation of granulars, rough grading and installation of seating wall – 2 weeks;
- Mechanical and electrical system installation – 1 week;
- Concrete and installation of splashpad components – 1 week; and
- Site furniture installations, tree planting, sodding and restoration – 1 week.

Based on this construction timetable, Recreation & Culture staff have confirmed there will be no conflicts with existing spring or summer programming at the Waterfront Park. Permit holders will be notified of the splashpad construction and related impacts when they book.

**CONCLUSION:**

It is the recommendation of staff that Melfer Construction Ltd. be awarded the contract for Carruthers Marsh Splashpad Construction, being the lowest bidder meeting minimum specifications.

**ATTACHMENTS:**

ATT-1: Capital Justification No. 953911– Carruthers Marsh Splashpad Construction

ATT-2: Carruthers Marsh Splashpad Conceptual Drawing

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Tim Murphy  
Supervisor, Infrastructure and Capital Projects

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Dave Meredith  
Director, Operations and Environmental Services

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Env. Services
<b>Project Name</b>	<b>Carruthers Marsh Splashpad Con</b>
<b>Submitted By</b>	Tim Murphy, Supervisor, Infrastructure & Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0953911

**PROJECT DESCRIPTION / JUSTIFICATION**

The Waterfront Management Plan (2005) recommends that a park plan be developed for the south-west corner of Ashbury Blvd and Audley Rd. in consultation with the neighbourhood as well as the broader community.

The Town held a series of public meetings in 2008 and 2009 to allow residents an opportunity to provide input on the design of this portion of the waterfront park. In 2009, staff retained a landscape architect to develop a design that captured this public input and incorporated recommendations from the Recreation, Parks and Culture Master Plan. The Waterfront Management Plan (2005) supports this location as a preferred site for a splash pad. The plan further recommends that green technologies be embraced at this park, especially relating to sustainable design and storm water management. Consideration has been given to incorporate a series of bio-swales and plunge pools that filter the water and provide habitat for amphibians and shoreline birds. A detailed design has been created that utilizes spray pad features similar to creatures that may be seen in a marsh (frog, lily-pad, cattails). Servicing for the splash pad is available from Ashbury Boulevard and the electrical portion would be serviced from the Carruthers Marsh Pavilion. Also included in the scope of work would be a trail connection to the Pavilion, a lounge area with sun shelters and benches, additional trees and landscaping and a small building to house the splash pad pumps and controls.

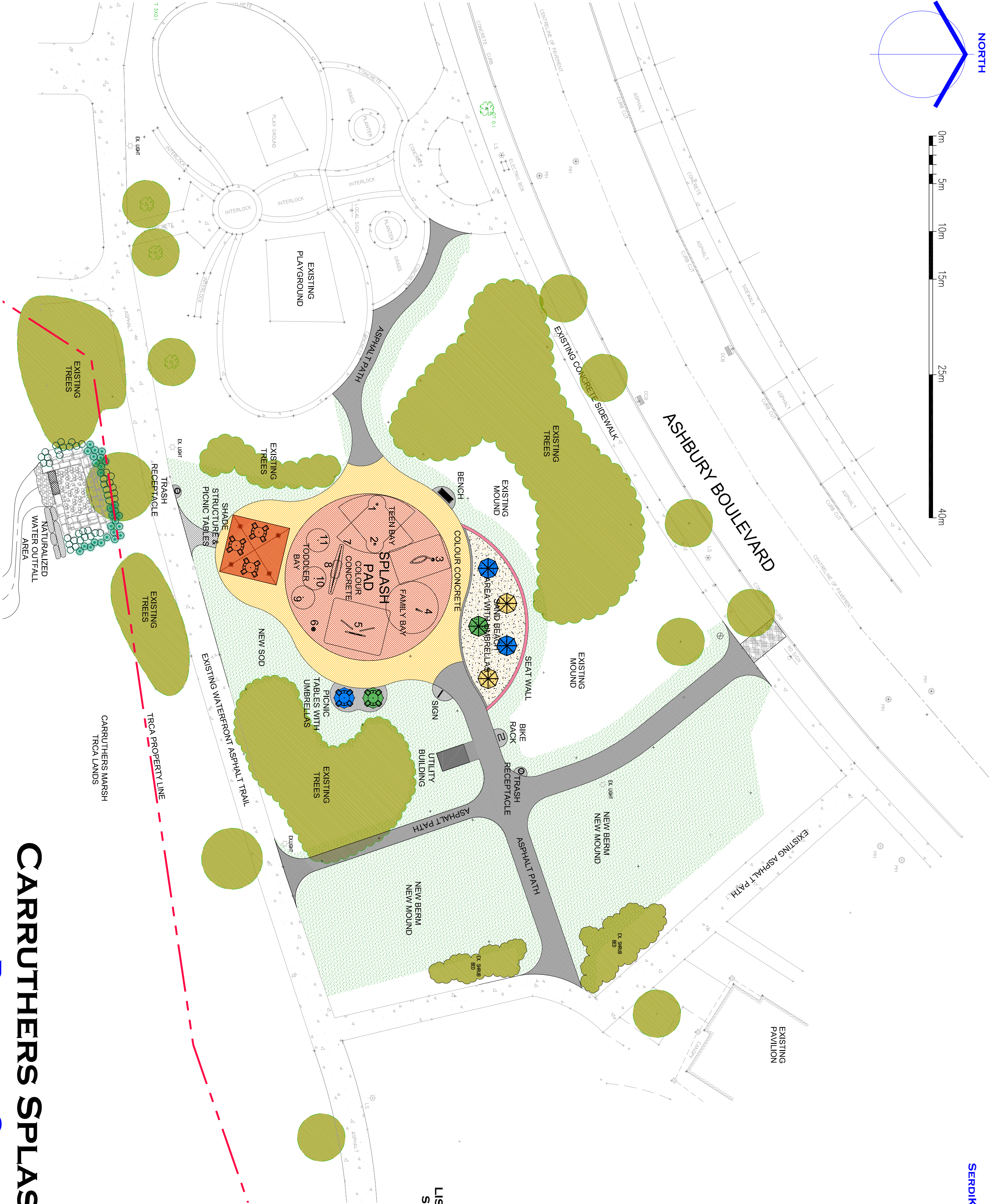
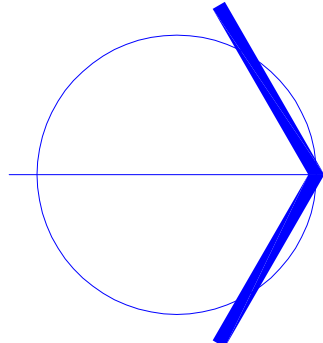
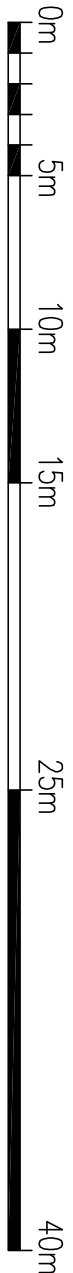
**Costs:**

Permits - Region, Veridian, TRCA	\$ 7,500
Servicing	65,000
Discharge Swales & Plunge Pools with Associated Planting	100,000
Earthworks, Concrete, Piping & Control Room	110,000
Splash pad Components and Operating System	152,500
Landscape Plaza with Sun Shelters & Tree Plantings	80,000
Trail Connections	20,000
Signage	\$5,000
<b>Total</b>	<b>\$540,000</b>

**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>540,000</b>					<b>540,000</b>
Development Reserve	540,000					540,000
<b>Total Funding</b>	<b>540,000</b>					<b>540,000</b>
<b>Annual Operating Costs</b>	<b>1,700</b>	<b>6,600</b>	<b>6,600</b>	<b>6,600</b>	<b>6,600</b>	





LIST FOR PROPOSED  
SPRAY FEATURES

- 1 FIBRE CEMENT B  
COLOUR: YELLOW PA4.0223
- 2 FIBRE CEMENT B  
COLOUR: ORANGE PA4.2011
- 3 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 4 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 5 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 6 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 7 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 8 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 9 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 10 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029
- 11 FIBRE CEMENT B  
COLOUR: ORANGE PA4.4029



CARRUTHERS SPLASH PAD  
PROPOSED CONSTRUCTION



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Dave Meredith  
Director of Operations and Environmental Services

**PREPARED BY:** Dana Smith  
Operations Supervisor

Steve Brake  
Manager of Operations

**SUBJECT:** **Contract Award – Power Street Sweeping and Disposal**

**WARD(S):** 3,4

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** **RFT No. 14015**

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### **RECOMMENDATION:**

1. That Council award the contract for Power Street Sweeping and Disposal, Option 2, to Almon Equipment Limited in the estimated amount of \$109,216.85 (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 periods, pending an analysis and satisfactory performance review at the anniversary date of the contract, in the estimated amount of \$232,850.33 (inclusive of all taxes).

### **BACKGROUND:**

The Town of Ajax typically provides power street sweeping maintenance on all roadways at least twice a year. Historically, a contracted sweeper has been hired during the months of April and November to complete this service in the southern area of the Town.

Under this tender award the Town requires the street sweeping equipment be regenerative air and PM 10 efficient certified. A PM 10 efficient sweeper refers to a reduction of particles into the air with a material size of less than 10 microns to reduce any potential negative impact on air quality. Sweepers use various methods of dust suppression to ensure that only minimal levels of particulate matter are emitted during the operation.

The benefits of this maintenance function is to ensure the roads are clear of various forms of debris such as leaves, litter and dirt resulting in a reduction of sediment run-off into the Towns storm sewer system.

This tender was structured with two bid options. Option one, which is our practice currently, includes the disposal costs for the materials collected by the street sweepers under contract to be paid by the Town through our disposal budget. Option two, includes the off-site disposal costs of the collected material relating to this contract. This tender structure provided an opportunity to evaluate and compare the costs of disposal against our current practice.

This award recommends a shift in our business to create an estimated cost savings of \$26,800 not including the internal labor and equipment costs that would normally be incurred.

Under this tender award, a multi-year contract will be secured at fixed prices.

### **DISCUSSION:**

Request for Tender (RFT) documents were issued to four prospective bidders with bids being received back from two of these, prior to the closing on March 11, 2014. During the analysis of the compliant bids, some arithmetic errors were discovered and a number of options listed in the Bid Document were added to the award, resulting in a Corrected/Adjusted Total Tender Amount. Listed below is a summary of the bids considered:

#### **Option 1- Includes on-site disposal**

<b>NAME OF BIDDER</b>	<b>TOTAL TENDER AMOUNT</b>	<b>CORRECTED/ADJUSTED TOTAL TENDER AMOUNT</b>
Almon Equipment Ltd.	\$253,995.72	\$253,995.72
Robert Chabot Enterprises Ltd o/a Centennial Construction Equipment Rentals	\$369,180.18	\$369,180.18

#### **Option 2- Includes off-site disposal**

<b>NAME OF BIDDER</b>	<b>TOTAL TENDER AMOUNT</b>	<b>CORRECTED/ADJUSTED TOTAL TENDER AMOUNT</b>
Almon Equipment Ltd.	\$344,212.55	\$342,067.18
Robert Chabot Enterprises Ltd o/a Centennial Construction Equipment Rentals	\$527,400.27	\$527,400.27

### **FINANCIAL IMPLICATIONS:**

Funds for Power Street Sweeping and Disposal are included in the Operations and Environmental Services operating budget.

### **COMMUNICATION ISSUES:**

There are no direct communication issues with this report, however, staff will be reviewing the sweeping operation as it occurs to determine the productivity of the operation in each neighborhood.

**CONCLUSION:**

It is the recommendation of staff that Almon Equipment Limited be awarded the contract for Power Street Sweeping and Disposal, being the lowest bidder meeting minimum specifications.

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Dana Smith  
Operations Supervisor

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Steve Brake  
Manager of Operations

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Dave Meredith  
Director of Operations and Environmental Services

**TOWN OF AJAX**  
**REPORT**



**Report To:** General Government Committee

**Submitted By:** Dave Meredith  
Director, Operations and Environmental Services

**Prepared By:** Scott Glew  
Fleet Manager

**Subject:** **Contract Award-Compact Loader**

**Ward(s):** All

**Date of Meeting:** April 10, 2014

**Reference:** Tender No. T14004  
Capital Project No. 953811 – Replacement Equipment – Unit# 697-1

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**Recommendation:**

1. That Council award the contract for a Compact Loader to Green Tractors Ltd. in the amount of \$120,797.00 (inclusive of all taxes).
2. That Council approve the following funding, to be allocated to Capital Account No. 953811 from Vehicle/Equipment Reserve in the amount of \$34,281.44.

**Background:**

At their meeting held on December 16, 2013, Council passed the following resolution:

“That the General Government Committee 2014 Capital Budget Report and recommendations dated December 16, 2013, as amended, be adopted.”

Among the capital projects approved by Council were several Fleet acquisitions including a compact articulating loader.

The identified piece of equipment was evaluated and found to be ideal candidate for the Green Fleet Initiative as the replacement piece of equipment would meet the stringent Tier IV diesel emission standards for off road equipment. The existing piece of equipment is a diesel engine powered unit that was produced prior to any emission control standards for off road equipment.

During the growing season, the unit is allocated for filling stake trucks with wood chips and granular material. It will also be used in spring clean up for brushing boulevards and hard surfaces not accessible using the existing sweeper. The replacement piece of equipment will also be utilized as a back-up loader unit during winter control (filling trucks and tractors with salt) and plowing tight restrictive locations such as cul-de-sac's and rear lane ways.

Subject: Contract Award of Compact Loader

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**Discussion:**

Request for Tender (RFT) documents were issued to five prospective bidders with bids being received back from two of these, prior to the closing on January 23, 2014. Listed below is a summary of the bids received:

NAME OF BIDDER	TENDER AMOUNT
Green Tractors Inc.	\$120,797.00
Battlefield Equipment Rentals	\$127,102.40

**Financial Implications:**

Capital Account No. 953811- Replacement Equipment - Unit #697-1

Approved Capital Budget		\$75,000.00
Contract (net of HST rebate)	\$108,781.44	
Decals, Safety Lights and Striping	\$500.00	<u>\$109,281.44</u>
Over Budget		<u>(\$34,281.44)</u>

Additional funding not to exceed \$34,281.44, (net HST) will be allocated from the Vehicle/ Equipment Reserve fund.

The reason for the discrepancy in the over budget is due to multiple factors.

The original budget was based on specific weigh scales for the loader unit and the manufacturer of those scales is no longer in business. Both venders bid a competitors unit that was significantly more than those specified in the tender.

The attachments and upgraded tires for the unit were also significantly more than was anticipated.

The Capital Detail sheet is attached for information.

**Communication Issues:**

N/A

**Conclusion:**

It is the recommendation of staff that Green Tractors Ltd. be awarded the contract for the supply of a compact articulating loader, being the lowest bidder meeting minimum specifications.

Subject: Contract Award of Compact Loader

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S. Glew - Fleet Manager

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D. Meredith - Director, Operations and Environmental Services

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Env. Services
<b>Project Name</b>	<b>Env. - Repl Equip.#697-1</b>
<b>Submitted By</b>	Scott Glew, Fleet Manager
<b>Start Year</b>	2014
<b>Project Number</b>	0953811

**PROJECT DESCRIPTION / JUSTIFICATION**

The existing equipment is a 2002 medium duty tractor with a loader. The tractor is currently assigned to Environmental Service Workers and is used on a daily basis to load material for staff at the Operations Centre as well as on site for trail and pathway maintenance purposes.

The vehicle has been reviewed and based on the increasing maintenance, high engine hours, the lack of dealer support and availability of parts; it is recommended that this equipment be replaced given that it is at the end of its useful life.

The replacement recommended will be a compact articulated loader equipped with a large capacity bucket, four wheel drive and high capacity hydraulics to run other operational attachments currently owned by the Town. The compact articulated loader will also be used in the Winter Control operations to act as a back up to the main loader. The vehicle will be equipped with a dumping height and loader bucket to fill snow plows, stake trucks and light duty pick-up trucks with salt. Additionally, it will aid in the removal of snow from parking lots, alley ways and trails.

This compact articulated loader will be equipped with the Town of Ajax decal, safety lighting and a reflective striping package for 360 degree visibility.

The new loader will also come with a more environmentally friendly lower emission diesel engine meeting the stringent Tier IV emissions standard.

**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>75,000</b>					<b>75,000</b>
Vehicles/ Equipment Replacement	75,000					75,000
<b>Total Funding</b>	<b>75,000</b>					<b>75,000</b>



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Paul Allore, MCIP, RPP  
Director of Planning and Development Services

**PREPARED BY:** Geoff Romanowski, MCIP, RPP, CPT  
Development Approvals Coordinator

**SUBJECT:** **Telecommunication Tower Lease Agreement with Bell Mobility  
Town of Ajax Operations Centre  
800 Salem Road North**

**WARD:** 2

**DATE OF MEETING:** April 10, 2014

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### **RECOMMENDATIONS:**

1. That Bell Mobility be authorized to file a Telecommunication Facility Application on Town owned lands being the Town of Ajax Operations Centre located at 800 Salem Road North, to permit a 40 metre high telecommunication tower with an associated equipment compound area; and
2. That subject to Council being satisfied with the proposed location and installation, that the Mayor and Clerk be authorized to enter into a property lease agreement with Bell Mobility with the finalization of terms through Bell Mobility and the Town's Solicitor, as directed by Council and all drawings associated with a telecommunication facility application.

### **1.0 BACKGROUND:**

#### **1.1 Purpose**

Bell Mobility is planning to file a telecommunication facility application for a 40 metre high steel monopole telecommunication tower with an associated equipment compound at the Town of Ajax Operations Centre (800 Salem Road North). This facility will assist in satisfying the increasing demand for high quality and reliable wireless service in the community. It is also to facilitate an antenna collocation opportunity for the Durham Regional Police Service (DRPS) for the Next Generation Common Communications Platform (NEXTGEN), which Bell Mobility has recently signed a five-year Site Licensing (Co-location) Agreement with DRPS, which would allow DRPS to locate their NextGen communication equipment on the proposed Bell Mobility tower and enhance their regional emergency response system. However, prior to initiating the process with Bell Mobility and Bell Mobility finalizing the collocation process with DRPS, the Town must authorize the filing of a Telecommunication Facility Application on its land.

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## 1.1 Subject Lands and Area Context

The subject lands encompass an area of approximately 7.3 hectares (18 acres) and are located on the southwest corner of Rossland Road East and Salem Road North (See Figure 1 – Subject Lands). These lands have approximately 350 metres (1,000 ft) of frontage on Salem Road North and accommodate the Town of Ajax Operations Centre and Fire Services Headquarters.

The subject lands are surrounded by the following land uses:

North: Immediately north of the subject lands is Rossland Road East. Further north are vacant employment lands along the west side of Salem Road North.

East: To the east is Salem Road North and across Salem Road North are vacant employment lands. Further east is the Carruthers Creek and the Mulberry Meadows residential neighbourhood.

South: Immediately south of the subject lands is an industrial building (M.A. Stewart) and other vacant serviced employment lands along Pugsley Court and Blowers Crescent.

West: To the west are environmentally protected lands.

## 1.2 Proposed Telecommunication Facility

The telecommunication facility would consist of a 40 metre high steel monopole telecommunication tower and an associated equipment compound, to be located approximately 45 metres south of Rossland Road East and approximately 65 metres west of the Ajax Fire Services Headquarters on the Operations Centre lands (See Figure 2 – Proposed Site Plan). The compound at the base of the tower will house equipment cabinets and will be screened from public view by an existing berm adjacent to Rossland Road East. Access to the tower will be from Rossland Road East via the Operations Centre secondary driveway. There are no existing structures suitable for co-location in close proximity to the proposed installation. This location also provides a direct line of connection to the central system located at Durham Region Headquarters at the southwest corner of Rossland Road and Garden Street in the Town of Whitby.

## 2.0 DISCUSSION:

### 2.1 Industry Canada Protocol

The approval of siting and design for a telecommunication tower is under the exclusive jurisdiction of the Government of Canada through Industry Canada and, is therefore, not subject to the requirements of the *Planning Act*.



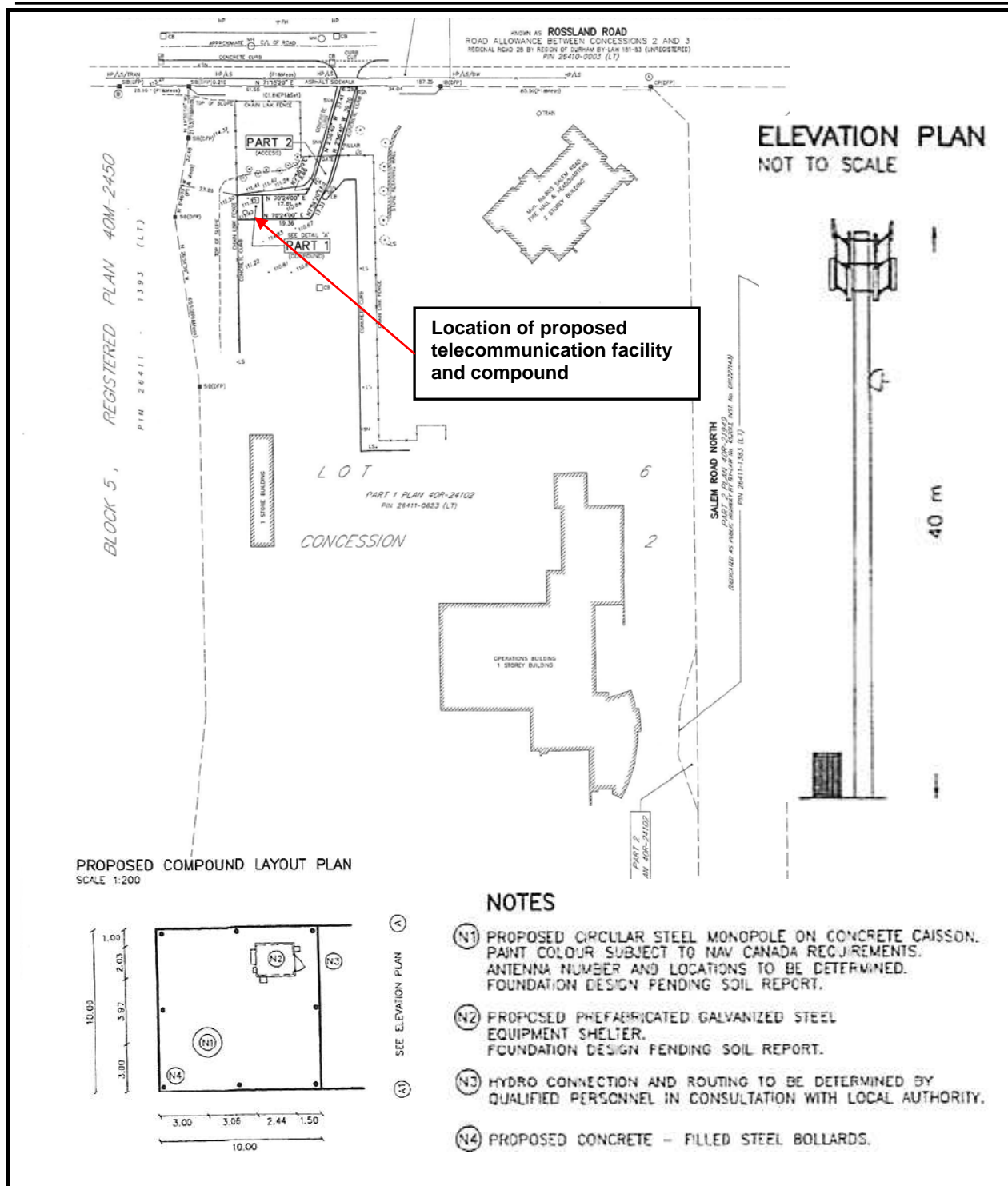
**Applicant: Bell Mobility**

**Date: April 10, 2014**

**Figure 1**  
**Subject Lands**

**Town of Ajax**  
**Planning and**  
**Development**  
**Services**





Applicant: Bell Mobility

Date: April 10, 2014

Figure 2  
Proposed Site Plan

Town of Ajax  
Planning and  
Development  
Services



## **2.2 Town of Ajax - Policy for Establishing Telecommunication Towers and Antenna Facilities**

A Policy for Establishing Telecommunication Towers and Antenna Facilities was adopted by Town of Ajax Council on March 25, 2013. This policy establishes the consultation process for selecting the preferred location and design of towers according to the area context. The policy also includes the requirement for pre-consultation, submission details regarding the location, siting and site design, and public consultation through a public open house or information session.

Under this policy, the proposal is exempt from a public consultation process. A public open house meeting and information notice is not required because residential uses are located beyond 6 times the proposed tower height (closest residential use is approximately 550 metres away) and the tower is in a preferred location (within the Prestige Employment Zone) under the Town's Telecommunication Towers and Antenna Facilities Protocol.

## **2.3 Town Of Ajax Official Plan and Zoning By-law**

The Town of Ajax Official Plan designates the subject lands as both 'Prestige Employment' and 'General Employment'. Public uses and utilities are permitted within all employment use related designations.

The subject lands are zoned Prestige Employment (PE) Zone by Zoning By-law 95-2003, as amended. The PE zone permits a wide range of industrial and employment related uses. Further, accessory buildings and structures are permitted, as long as they are not located in the front yard. As proposed, the telecommunication facility and equipment would comply with the intent of the Zoning By-law as these facilities would be located in an interior side yard.

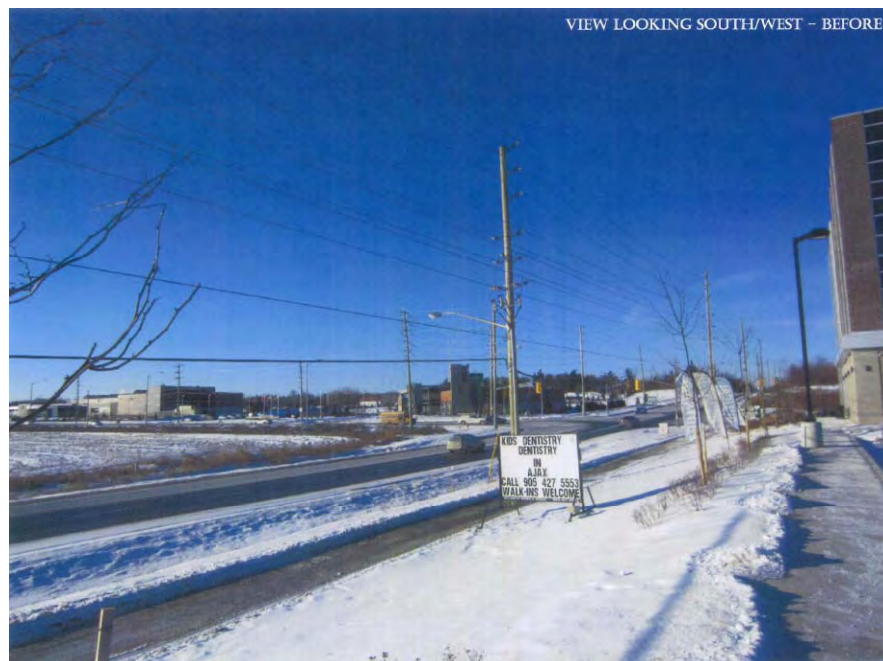
## **3.0 FINANCIAL IMPLICATIONS:**

Bell Mobility is interested in pursuing a lease agreement with the Town of Ajax to locate their tower on the Town of Ajax Operations Centre lands. The lease agreement proposed for this location is \$16,000.00 in the first year with increases of 10% at each 5-year renewal term. The agreement proposed by Bell is in line with similar agreements with other parties, as outlined below:

<b>Year</b>	<b>Location</b>	<b>Annual Lease</b>
December 2011	Suburban Oshawa	\$11,000.00
February 2012	Central Pickering	\$15,000.00
April 2012	South Ajax	\$15,000.00
September 2012	South Pickering	\$12,000.00
September 2012	South Ajax	\$ 9,000.00*

Should Council approve the proposed agreement, revenues are expected to be \$16,000.00 within the first year, with a 10% increase in each subsequent 5-year renewal term.





Applicant: Bell Mobility

Date: April 10, 2014

**Figure 3**  
**Photo Simulation –**  
**View from northeast corner of**  
**Rossland Road East and Salem**  
**Road North**

Town of Ajax  
Planning and  
Development  
Services



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### **COMMUNICATION ISSUES:**

There are no communication issues as the telecommunications tower is exempt from the public consultation process based on the Town's Policy for Establishing Telecommunication Towers and Antenna Facilities Protocol. Town of Ajax Operations staff and Bell Mobility have addressed all comments to ensure that the proposed telecommunications tower does not conflict with site operations.

### **CONCLUSION:**

Bell Mobility is interested in pursuing a lease agreement with the Town of Ajax to locate a 40 metre high steel monopole telecommunication tower on the Town of Ajax Operations Centre lands (800 Salem Road North). The lease agreement proposed for the new location is \$16,000.00 in the first year with increases of 10% at each 5-year renewal term.

Should Council agree with the site, the Mayor and Clerk should be authorized to enter into a property lease agreement with Bell, subject to finalization of the terms of the lease agreement through the Town's Solicitor and Bell as directed by Council and all drawings associated with a telecommunication facility application.

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Paul Allore, MCIP, RPP  
Director, Planning & Development Services

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Gary Muller, MCIP, RPP  
Manager of Planning

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Geoff Romanowski, MCIP, RPP, CPT  
Development Approvals Coordinator

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Martin de Rond, Director Legislative and Information Services  
Paul Allore, Director Planning and Development Services

**PREPARED BY:** Brenda Kriz, Records Manager/FOI Co-ordinator  
Geoff Romanowski, Development Approvals Co-ordinator

**SUBJECT:** **Street Naming Policy**

**WARD(S):** All

**DATE OF MEETING:** April 10, 2014

**REFERENCE:**

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### **RECOMMENDATIONS:**

1. That the names of the officers and men who served on the 8<sup>th</sup> HMS Ajax during the visit to the Town of Ajax in 1976 be added to the inventory of names for potential street naming, and
2. That staff be directed to investigate the creation of a memorial wall at Veterans Point to include the names of all veterans who meet the criteria for inclusion on the wall.

### **BACKGROUND:**

The Town of Ajax has the distinction of being the only municipality to be named after a British war ship. To honour the individuals who served on HMS Ajax during the Second World War, the Council of the Town of Ajax passed a resolution on September 22, 1958, which established the policy of naming the streets within the Town after these officers and men.

After the formation of the Region of Durham in 1974, the boundaries of the Town of Ajax were expanded and the area of the municipality grew from just over 11 sq. kms. to 56+ sq. kms. This in turn meant more land for development and more streets to be named. Council approved an amendment to the street naming policy to include the names of the officers and men who served on HMS Exeter and HMS Achilles during the Battle of the River Plate (December 13, 1939).

The name inventory (street name reserve list) used by staff is based on the crew list provided by the British Royal Navy, the principal naval warfare service branch of the British Armed Forces. Many of the first names used from the crew list of HMS Ajax included the officers and men who had lost their lives during the Battle of the River Plate. A reserve list, maintained by staff and approved by the Region of Durham, identifies the street names waiting to be used. As the



names are assigned to new developments, staff update the reserve list and additional ones are added as requested.

On the occasion that a veteran, or relative of a veteran, contacts staff to plan a visit to the Town of Ajax and a street has not yet been named for that individual, that name will be given priority and moved up on the reserve list. It is the practice of staff to request a copy of the service record of the veteran (to be provided by the veteran or relative) to verify service on one of the three ships and to ensure that veteran does meet the criteria for inclusion on the reserve list.

There are many surnames shared by individuals who served on the ships. When the street naming policy was initially started this was not an issue, however over the years there have been visits by several families with the same surname. This posed a problem when a street had already been dedicated to a specific individual. In 2011, staff changed the format of the street naming plaques so that it would be more inclusive to multiple individuals with the same surname. Where a plaque is already in place which identifies the street being named after a specific individual, an additional plaque will be placed which lists all individuals with the same surname. Dedications that are made for the first time will now include a plaque listing all individuals represented by that street name and a street sign will be given to each family.

Staff respond to inquiries from multiple sources (relatives of veterans, residents, interested historians) who are looking for information on the individuals after whom the streets are named. This was difficult to respond to because the information was located in different departments and in different media. In 2011, Legislative and Information Services staff started a Veteran Biography Project. This entails creating a biography on the veterans after which streets have been named. Information includes the ship they served on, the date of service, whether they were involved in the Battle of the River Plate, date of birth and date of death, as well as a brief biography and, where possible, a photo of the individual. It also identifies the name of the street associated with the individual and whether or not a street dedication (visit of veteran or relative) had been done. Where a street has been identified as being named (initially) after a specific veteran, it is being recorded on the biography sheet. This will be an ongoing project, and staff have been working closely with the HMS Ajax and River Plate Veterans Association to compile and verify the information as well as to reach out to relatives for assistance. To date approximately eighty-five biographies have been completed.

The ship that participated in the Battle of the River Plate was the 7<sup>th</sup> HMS Ajax, decommissioned in 1949. The 8<sup>th</sup> HMS Ajax was launched in 1962, an event attended by (then) Mayor William Parish. He extended an invitation from Ajax Town Council for HMS Ajax to visit its namesake. The invitation could not be accepted at that time; however this started a tradition in which each incoming Mayor of Ajax extended the same invitation, which was accepted in 1976. The 8<sup>th</sup> HMS Ajax docked at Oshawa Harbour, and the Town of Ajax bestowed the honour of "Freedom of the Town" to the officers and men of the ship. This was the only time the crew of HMS Ajax visited the Town.

## **DISCUSSION:**

There remains a close relationship between the veterans and relatives of the three ships, fostered through the HMS Ajax and River Plate Veterans Association. With many of the veterans from WWII having "passed the bar", membership of the Association now consists primarily of the officers and men of the 8<sup>th</sup> HMS Ajax and the relatives of the WWII veterans. In 2013, the Association submitted a request to the Town to consider including the names of the officers and men of the 8<sup>th</sup> HMS Ajax to our street naming list.

There is a finite amount of land available for development within the Town of Ajax and it may be the case that not all the names on the original crew lists will be able to be used as street names. However, it was felt that the request from the Association had merit and should be accommodated in some form.

This initiated a discussion as to how those on the initial crew lists that will not have streets named after them will be acknowledged, as well as how to incorporate the additional crew list from the 8<sup>th</sup> HMS Ajax. It was not felt that the Town could accommodate the crew list of all those that had served on the 8<sup>th</sup> HMS Ajax throughout its service, however, it was felt that it would be appropriate to include the names of the officers and men that were serving on the ship during the 1976 visit.

As far as acknowledging those who will not have a street named after them, it was suggested that a memorial wall be installed at Veterans Point Gardens. The wall would include:

- Names of all officers and men who served on HMS Ajax during WWII
  - The names of the crew who served during the Battle of the River Plate would be listed separately from the remaining crew lists
- Names of the officers and men who served on HMS Exeter and HMS Achilles during the Battle of the River Plate
- Names of the officers and men who served on the 8<sup>th</sup> HMS Ajax in 1976

The names of crew of the 8<sup>th</sup> HMS Ajax to have served at any other time may be included in a separate list on this wall, however this could be a considerable amount of names.

It is also recommended that space be accommodated on the wall to include the names of Ajacians who serve the Canadian Armed Forces, now and in the future, and have lost their life in service.

### **FINANCIAL IMPLICATIONS:**

The funding for the memorial wall has not yet been identified, and would have to be included in Long Range Capital Forecast. Staff would investigate this in more detail, pending approval of Council, and report back at a later date.

### **COMMUNICATION ISSUES:**

Staff did consult with the Ajax Heritage Advisory Committee on this matter and their comments and recommendations were considered in drafting this report.

The HMS Ajax and River Plate Veterans Association will be advised of the amended policy to include the names of the crew of the 8<sup>th</sup> HMS Ajax who were serving on the ship during the 1976 visit to the Town of Ajax.

**CONCLUSION:**

Maintaining a strong relationship with the officers and men of HMS Ajax, HMS Exeter and HMS Achilles, as well as the relatives of these individuals, ensures the Town of Ajax cultivates and preserves this unique history. The creation of the memorial wall will ensure that all those who have served on these ships or have served our country and have ties to the Town of Ajax will be acknowledged, even if the Town is unable to name a street in their honour. This will also provide a location of acknowledgement for veterans and relatives who visit the Town of Ajax in the future.

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Brenda Kriz – Records Manager/FOI Coordinator

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Geoff Romanowski – Development Approvals Coordinator

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Martin de Rond – Director of Legislative and Information Services

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Paul Allore – Director of Planning and Development Services

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Paul Allore, MCIP, RPP  
Director of Planning and Development Services

**PREPARED BY:** Ranil Fernando, P. Eng  
Capital Projects Coordinator

**SUBJECT:** **Contract Award – Kitney Drive Extension - Construction**

**WARD(S):** 3

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** RFT No. T14020  
Capital Account No. 958711 – Kitney Drive Extension

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### **RECOMMENDATION:**

1. That Council award the contract for the construction of Kitney Drive extension from Drake Lane to Centennial Drive, to Wyndale Paving Co. Ltd. in the amount of \$1,215,596.47 (inclusive of all taxes).
2. That Council approve funding of \$330,223.15 to be allocated to Capital Account No. 958711 from the Federal Gas Tax Reserve Fund.
3. That Council approve the transfer to the Federal Gas Tax Reserve Fund, the amount of \$400,000.00 from the scope reduction of Capital Account No. 958611 – Sidewalk Infill 2014.
4. That Council approve the temporary closure of Centennial Drive at the northeast corner of the Ajax Community Centre for the road construction, as required, during the duration of the contract (May to October 2014); arranged through the Road Occupancy/Road Closure By-Law # 59-2013.

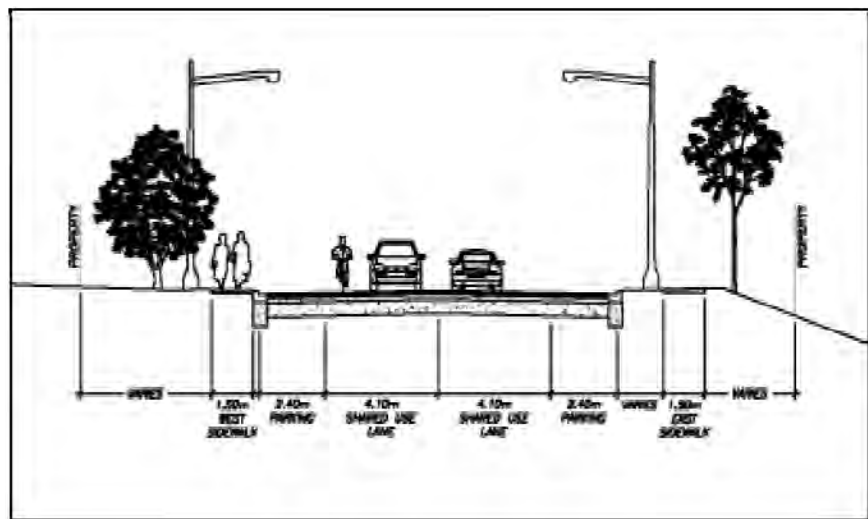
### **BACKGROUND:**

Kitney Drive is a north-south local road that currently functions as an access road to a commercial plaza, a senior's building and a townhouse complex south of Bayly Street. A Schedule 'B' Class Environmental Assessment (EA) for the extension of Kitney Drive was completed and filed in June 2006 and was updated in 2013 based on the planned Medallion development. The EA found that the extension is still needed to support planned development and improve traffic flow. The new connection will improve local access and mobility and form a block pattern within the Downtown in support of the Official Plan. The extension is also justified

to provide another connection to the Ajax Community Centre (ACC) from Bayly Street and to the Medallion development on the east side Kitney Drive.

Kitney Drive extension will be two lanes with parking and sidewalks on both sides. The typical cross section is shown in Figure 1 and the plan is shown in Figure 2. Due to the location of the new alignment, the existing soccer field will be shifted to the east and the existing soccer field lighting will be replaced. To address concerns regarding increased traffic volumes and the potential for speeding, traffic calming measures will be constructed on Kitney Drive and Centennial in the form of:

- Bump outs,
- On street parking,
- An all way stop controlled intersection at Kitney Drive and Centennial Drive,
- An all way stop controlled intersection at Centennial Drive and the south parking lot,
- A modified island at the south parking lot, and
- A raised cross walk.



**Figure 1: Typical Cross Section**

To improve safety for pedestrians, cyclists and users of the ACC, the existing perpendicular parking near the east entrance of the ACC will be converted to angled parking to improve sight lines. The construction will also include new LED Street lighting and expansion of the northeast parking lot to the east. The total number of parking spaces that will be impacted by the construction is approximately 40. However, approximately 40 new spaces will be created at the northeast corner of the parking lot and as on street parking on Kitney Drive.

In addition, based on the noise assessment, a noise fence will be constructed along the west side of the new road adjacent to the residential properties on Purcell Lane.

The extension of Kitney Drive will require the closure of Centennial Drive at the northeast corner of the ACC to ensure that the work can be completed in a timely and cost efficient manner from May to October 2014. Access will be maintained for the ACC and emergency vehicles at all times. The north entrance will continue to be accessible from Monarch Avenue and the east entrance will continue to be accessible from Clements Road.

All road closure signage will be posted a minimum of 10 days in advance of the closure and be arranged through the Town's Road Occupancy/ Road Closure By-Law #59-2013.



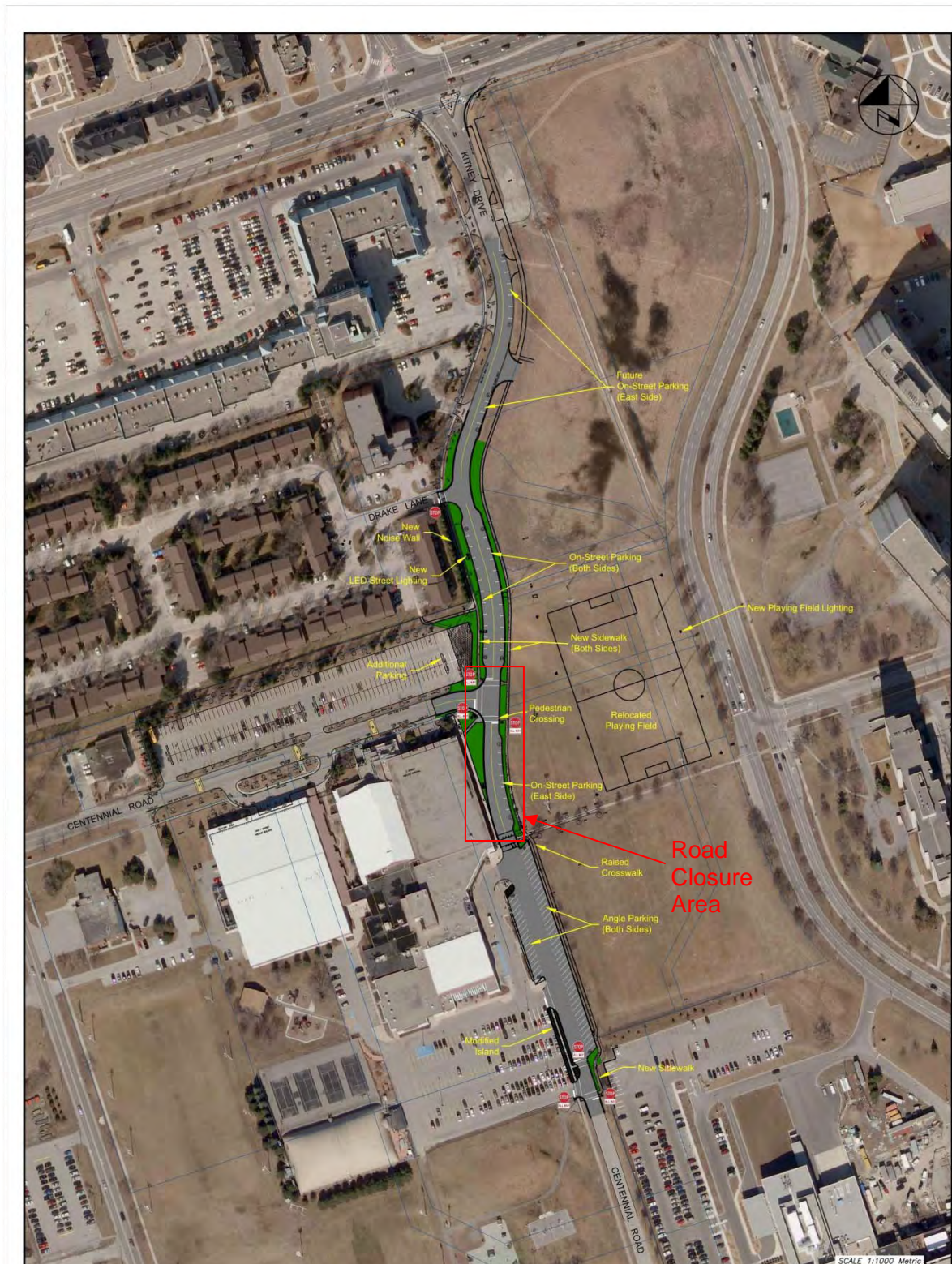


Figure 2: Proposed Kitney Drive Extension

**Discussion:**

Request for Tender (RFT) documents were issued to 12 prospective bidders with bids being received back from six of these, prior to the closing on March 25, 2014. Upon review of the six bids received, a number of arithmetical errors were discovered, resulting in a Corrected Total Tender Amount. Listed below is a summary of the bids received:

NAME OF BIDDER	TOTAL TENDER AMOUNT	CORRECTED TOTAL TENDER AMOUNT
Wyndale Paving Co. Ltd.	\$1,215,596.47	\$1,215,596.47
Coco Paving Inc.	\$1,355,496.13	\$1,355,496.13
Hard-Co Construction Ltd.	\$1,378,854.25	\$1,378,854.25
Bennington Construction Ltd.	\$1,946,783.89	\$1,946,783.89
Elirpa Construction & Materials Limited	\$1,950,117.67	\$1,950,117.67
Trisan Construction	\$2,178,703.68	\$2,176,778.99

**FINANCIAL IMPLICATIONS:**

Capital Account No. 958711 – Kitney Drive Extension

Approved Capital Budget \$970,000.00

Previous Awards/Expenditures

Contract Administration \$45,540.88

Available Budget \$924,459.12

Current Award

Contract (net of HST rebate) \$1,094,682.27

Contingency (approximately 10%) \$ 110,000.00

Allowance for Material Testing and Utility

Relocations \$50,000 \$1,254,682.27

Over Budget (\$330,223.15)

A 10% contingency has been identified to ensure sufficient funding is available to address site specific issues that can be encountered during the design process. Risk factors for this project include:

- Unusual soil or base conditions, site conditions different than those anticipated,
- Unanticipated utilities encountered during the construction,
- Contamination of soil, and/or
- Poor weather conditions.

These risks can cause delays, necessitating additional material and labour associated with construction.

Partial funding for this Project will be made available by reducing the scope of Capital Account No. 958611 – Sidewalk Infill 2014. The Capital Detail Sheet is attached for information. The scope will be reduced by canceling the construction of a new concrete sidewalk on the east and north side of Westney Road from Clements Road to Monarch Avenue and on Westney Road along the frontage of 275 Westney Road and re-budgeting this project in future years.

Additional funding, not to exceed \$330,223.15, will be allocated from the Federal Gas Tax Reserve Fund.

The project exceeds the approved budget as the budget was prepared prior to the completion of the detailed design and the extent of the works was not fully known at that time. In addition, unit rates for labour and materials provided in the bids received were higher than 2013 rates, especially asphalt rates, likely due to an increase in construction activity in Durham Region.

### **COMMUNICATION ISSUES:**

Two Public Information Centres were held October 25, 2012 during the EA stage of the project. The first was held at the senior's residence 40 Kitney Drive in the afternoon and the second was held in the Ajax Council Chambers in the evening. Comments from these sessions were incorporated into the final design.

In addition to the extension of Kitney Drive, there are two other construction projects in the vicinity of the ACC that will be occurring in 2014 including the artificial turf soccer fields and the tennis court resurfacing. A detailed communication strategy has been developed to keep residents, business owners and Council up to date on the progress of these construction projects. The plan includes:

- Mailing notices to residents and business owners in the immediate area,
- Creating a page on the Town's website to provide up to date information,
- Placing a banner and providing handouts inside the ACC,
- Posting signs at the construction sites,
- Issuing a news release,
- Writing an article for the projects in Ajax Today, and
- Posting a notice in the Community Pages of the newspaper.

During the road construction works, the intersection of Kitney Drive and Centennial Drive will be closed and some parking spaces at the northeast corner of the Ajax Community Centre will also be unavailable. Access to the north entrance of the ACC will still be available from Monarch Avenue and access to the south and east entrances will be available from Clements Road. Information signs regarding the closure of the road will be posted as per the Town's Road Occupancy/ Road Closure By-Law.

This project is being funded by Federal Gas Tax Funding from the Government of Canada, as such Canada's Economic Action Plan signs will be posted on site.

**CONCLUSION:**

It is the recommendation of staff that Wyndale Paving Co. Ltd. be awarded the contract for Kitney Drive extension, being the lowest bidder meeting minimum specifications.

**ATTACHMENTS:**

ATT-1: 2014 Capital Budget Detail Sheet 958711 – Kitney Drive Extension

ATT-2: 2014 Capital Budget Detail Sheet 958611 – Sidewalk Infill 2014

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Ranil Fernando, P. Eng  
Capital Projects Coordinator

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Carol Coleman, P. Eng  
Manager of Engineering, Capital Projects

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Paul Alore, MCIP, RPP  
Director, Planning & Development Services

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Planning & Development Services
<b>Section</b>	Engineering Services
<b>Project Name</b>	<b>Kitney Drive Extension</b>
<b>Submitted By</b>	Carol Coleman, Manager of Engineering - Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0958711

**PROJECT DESCRIPTION / JUSTIFICATION**

**Scope:** Construction of the Kitney Drive extension from the current south terminus to Centennial Drive including new stop controlled intersection at Centennial Drive, new sidewalks, traffic calming features (bump outs, raised crosswalk, etc.), on street parking, street lighting, replacement of the sports field lighting and realignment of parking in front of the Ajax Community Centre.

**Rationale:** An EA for the Kitney Drive extension was completed and filed in 2006 and updated in 2013. The detailed design for the extension was also completed in 2013. Based on the proposed development at the southwest corner of Bayly Street and Harwood Avenue, an extension of Kitney Drive is required to connect with Centennial Drive.

**Reference:** 2013 Town of Ajax, Schedule "B" Class Environmental Assessment: Kitney Drive Extension; and 2013 Transportation Master Plan Update .

**EXPENDITURES / FUNDING**

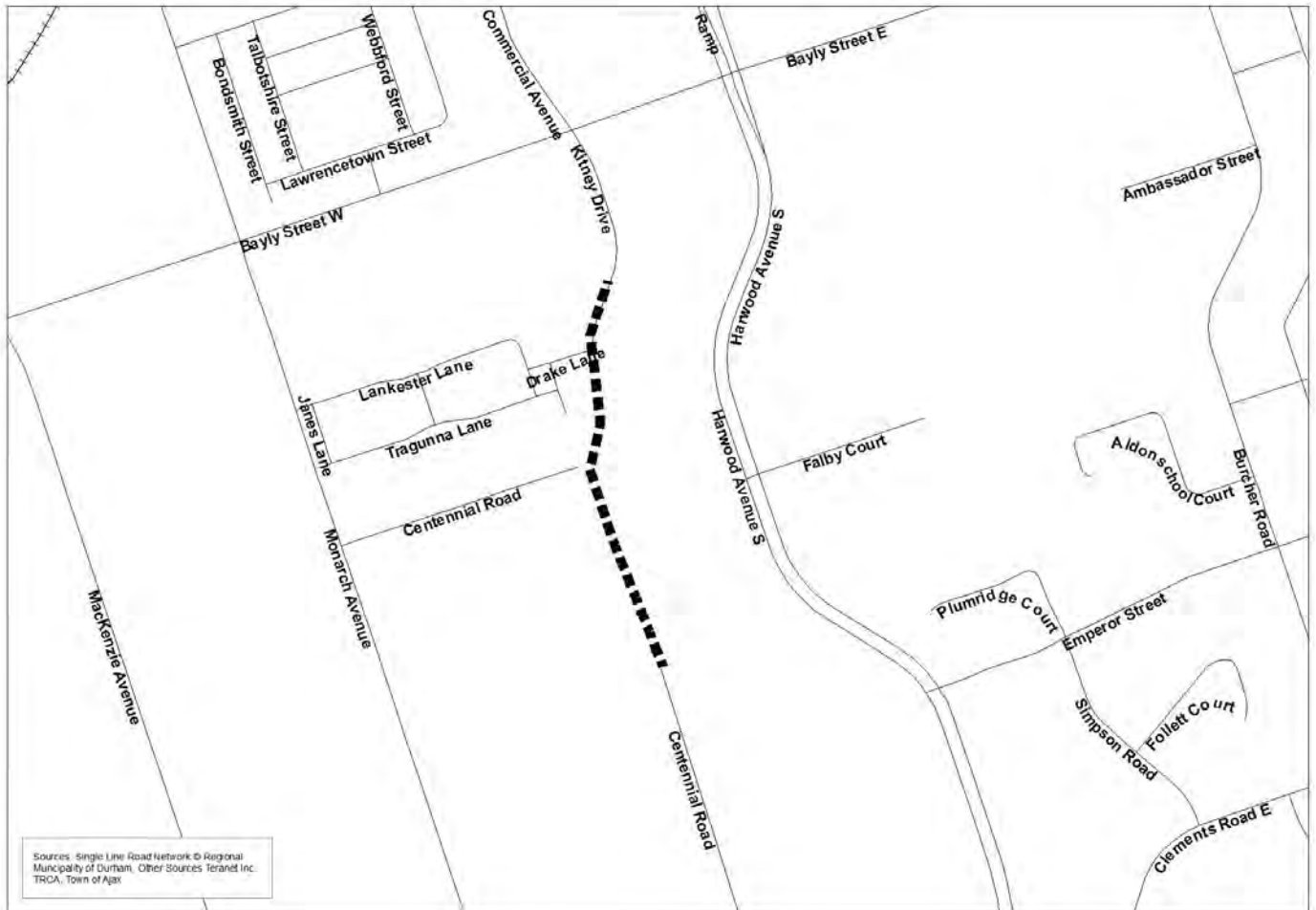
	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>970,000</b>					<b>970,000</b>
Federal Gas Tax Reserve Fund	865,300					865,300
Recoveries - External	104,700					104,700
<b>Total Funding</b>	<b>970,000</b>					<b>970,000</b>
<b>Annual Operating Costs</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	



**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

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***Kitney Drive Extension***



**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Planning & Development Services
<b>Section</b>	Engineering Services
<b>Project Name</b>	<b>Sidewalk Infill - 2014</b>
<b>Submitted By</b>	Carol Coleman, Manager of Engineering - Capital Projects
<b>Start Year</b>	2014
<b>Project Number</b>	0958611

**PROJECT DESCRIPTION / JUSTIFICATION**

**Scope:** The 2014 sidewalk infill program includes:

- 1) Construction of new concrete sidewalk on the east and north side of Westney Road from Clements Road to Monarch Avenue and on Westney Road along the frontage of 275 Westney Road (\$400,000)
- 2) Construction of a new multi-use trail on Bayly Street from west of Westney Road to the Duffins Trail (\$15,000) and
- 3) Design of sidewalks to be constructed between 2015 and 2018 (\$75,000)

**Rationale:** In 2010, The Ajax Pedestrian and Bicycle Master Plan was completed. Based on the plan, new sidewalks have been recommended to improve connectivity within the Town. The projects were reviewed and prioritized based on constructability and anticipated demand.

**Reference:** *The Ajax Pedestrian and Bicycle Master Plan 2010*; *2013 Transportation Master Plan Update*, Complete Streets Policy; and *Town of Ajax Official Plan*, Section 4.1.11 developing an interconnected system of cycling and walking routes.

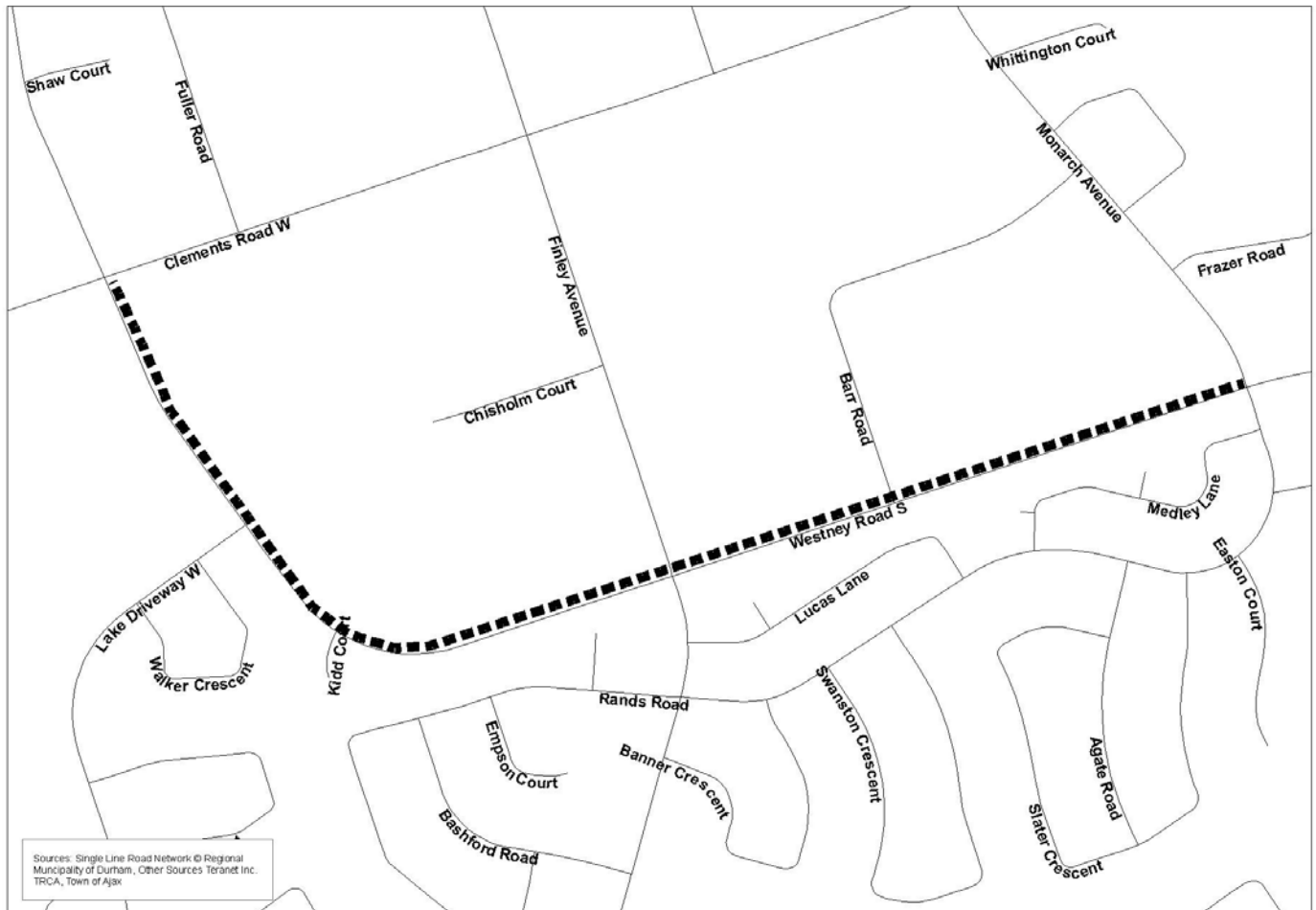
**EXPENDITURES / FUNDING**

	2014	2015	2016	2017	2018	Total
<b>Total Expenditures</b>	<b>490,000</b>					<b>490,000</b>
Federal Gas Tax Reserve Fund	490,000					490,000
<b>Total Funding</b>	<b>490,000</b>					<b>490,000</b>
<b>Annual Operating Costs</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	

**TOWN OF AJAX**  
**2014 CAPITAL BUDGET / 2015-2018 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

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***Sidewalk Infill - 2014***



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

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

**PREPARED BY:** Andrew Poray, Sr. Business Development & Marketing Coordinator  
Lisa Hausz, Manager of Business Development & Marketing

**SUBJECT:** **PriorityProperty Certified Site Designation for Business Attraction**

**WARD(S):** All

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** Economic Development & Tourism Strategy, 2010  
Employment land Strategy 2010  
Competitive Ready Certification, 2012

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### **RECOMMENDATION:**

That the report to General Government Committee entitled 'PriorityProperty Certified Site designation for Business Attraction' be received for information.

### **BACKGROUND:**

Previous to 2010, significant steps were taken to help prepare the Town for future investment including the pre-zoning and servicing of its vacant employment lands.

In the 2010 Economic Development & Tourism Strategy, key objectives were identified in order to further strengthen the Ajax position for investment attraction. To address these objectives, the Town undertook the following initiatives:

- Completion of an Employment Land Servicing Strategy
- Completion of an Employment Land Strategy
- Completion of Target Market mapping to employment areas
- Implementation of an award-winning Corporate Calling program
- Launch of Economic Development website
- Launch of the PriorityPath program
- Launch of Lead Management process

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As part of its ongoing activities, staff monitor trends in economic development marketing, including Investment Readiness both locally and internationally, to identify best practices that can be incorporated into the Town's attraction efforts.

In 2011 the 'Competitive Ready Program' out of the US was discovered, the program provides municipalities with an expert validation by an external third party for Investment Readiness. The 'Competitive Ready' is the only municipal investment designation, and is becoming widely recognized in the industry. In 2012 the Town applied for and attained the first municipal designation in Canada. The program objectively identifies opportunities, and recommendations for continuous improvement based on industry best practices. A key recommendation listed in the Asset Scorecard was to pursue third party investment ready certification for key parcels of the Town's Employment Lands.

Monitoring international trends in economic development over recent years, it has become clear that the ability to offer a 'Certified Site', (also referred to as "shovel ready") in response to an investment request, is fast becoming a key differentiator in allowing a municipality to effectively participate in investment attraction opportunities. With the recommendation from the Competitive Ready Report, supported by industry trends, and as part of a marketing implementation plan, staff began exploring what was involved in a site certification process.

In consultation with Paige Webster of Webster Global, a well known and respected Site Selector, as well as a leading partner with the Durham Economic Development Partnership for investment attraction, two Ajax locations were identified for submission to Webster Global for evaluation and certification.

Due to vacant land size, parcel configuration, and location, the Carruthers Creek Employment Area was selected. Specifically the Ajax Business Park and Salem Business Park were both identified as the most marketable of the Town's vacant employment parcels.

## **DISCUSSION:**

The Town of Ajax understands that companies in search of new locations for operations are often limited in both time and resources. They seek specific industrial sites with which they can expedite construction with the least amount of risk. Third party Site Certification recognizes this reality and helps communities address the needs of the end users to keep development risk low. A 'Site Certification' ensures that the Town of Ajax business parks meet consistent standards and can be marketed as a "Certified Site" and ready for development.

A Certified Site is a industrial site that has:

- 20 or more developable acres
- Confirmed asking price from a willing seller
- Documented acreage outside the known flood prone areas
- Property boundary survey and topographic maps
- Truck quality road access
- All utilities at the site or a formal plan to extend to the site
- Current zoning in place
- Documented permitting process, timeline and fees
- Free of environmental liabilities or with a mitigation plan on file
- Detailed report of comprehensive site information

- Minimized risk factors for development
- Environmental/cultural issues have been mitigated
- Certified by Webster Global Site Selectors

**Deliverables:**

- A **defined program** that can be easily communicated to businesses which clearly defines *what* the program is (see *Appendix A: PriorityProperty promotion draft*);
- A **detailed report** that substantiates the claim of ‘shovel ready’ status of the property (see *Appendix B – Letter from Webster Global; full 250-page report available for viewing at Town Hall*);
- **Marketing plan** to promote *PriorityProperty*, as it extends the “Priority” brand and adds another key differentiator for locating and/or expanding in the Town. (See *Appendix C: Example-Site Certification as an Economic Development Marketing tool*.)

The owner of the Ajax Business Park, Carterra, has been well engaged and supportive of the process. As of December 26, 2013, the Ajax Business Park has been deemed a ‘certified site’ meeting all of the criteria, making it one of the first certified sites in Canada.

The Salem Business Park submission is currently still under review.

**FINANCIAL IMPLICATIONS:**

None. Ongoing *PriorityProperty* marketing and promotion activities will be brought forward for consideration as part of the annual budgeting process.

**COMMUNICATION ISSUES:**

Also recognizing trends in the industry, the Province of Ontario has just started the pre-application process for its New Certified Sites program. (See *Appendix D: MEDTE Press Release*.) These sites will be promoted by the Province as part of a comprehensive international marketing strategy that will include:

- the development of specialized sales materials that are promoted to the site selection community,
- promotion on the Ministry’s international website that targets international investors
- opportunities to be showcased at key global investment attraction trade shows

*PriorityProperty* certification enabled the Town to meet the Province’s preliminary requirements for Ontario Site Certification. Staff intend to work with the Ajax Business Park owner to obtain the provincial certification and capitalize on the additional marketing opportunities for the property.



**CONCLUSION:**

As one of the first properties in Canada to be certified as 'shovel ready' by an independent 3<sup>rd</sup> party, the Priority*Property* designation will be used as a substantial differentiator in the market in attracting new businesses investment to the Town.

It is recommended that the report to General Government Committee entitled 'Priority*Property* Certified Site designation for Business Attraction' be received for information.

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Andrew Poray, Sr. Business Development & Marketing Coordinator

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Lisa Hausz, Manager of Business Development and Marketing

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Paul Allore, Director of Planning and Development Services

Subject: **Priority*Property* Certified Site designation**

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**Appendix A: Priority*Property* Promotion Draft**

# Ajax Priority **PROPERTY**<sup>TM</sup> Site Designation



The Business Development Group at the Town of Ajax understands that a company searching for a new facility is often under compressed time lines and is seeking a site on which they can build quickly and keep development risk low.

**The Ajax Priority Property designation** was designed to address these needs. Sites branded with the Priority Property designation meet a consistent set of standards that are verifiable and allow the property to be marketed as ready for expedited development.

## A Priority **PROPERTY**<sup>TM</sup> is a site that has:

- ▶ Zoning in place and current
- ▶ Suitability of the land for the applied zoning designation has been verified
- ▶ An Agreement of Subdivision or Approved Master Plan is in place
- ▶ All utilities on site or to the lot line
- ▶ All utilities are verified to meet or exceed Industrial/Office/Service requirements
- ▶ Adequacy of vehicular access for Industrial/Office/Service use has been verified
- ▶ Environmental Site Assessment (ESA) Phase 1 has been completed, mitigating environmental risk
- ▶ Site grading has been completed to pad ready status
- ▶ Detailed report of comprehensive site information is available


## Ask about the Town of Ajax **PriorityPATH**→

**A streamlined municipal process  
dedicated to successful  
business expansion!**




For more information, please contact us directly  
at [priority@ajax.com](mailto:priority@ajax.com) or 905.683.3000




An aerial photograph showing a large industrial park with several large warehouse-like buildings, extensive parking lots filled with cars, and surrounding green fields. A road runs along the left side of the park.

Salem Business Park ▲

An aerial photograph of a business park featuring a large, modern white industrial building, a smaller building, and a parking area. The park is bordered by a dense line of trees and a road.

▲ Ajax Business Park

# Priority**PROPERTY**<sup>TM</sup>

A wide aerial photograph showing a complex highway interchange with multiple lanes and overpasses. The interchange is surrounded by a mix of residential housing, commercial buildings, and green spaces.

▲ Salem 401 Interchange

The **PriorityPROPERTY**<sup>TM</sup> designation was developed to assure potential investors that the lands they are considering for development have been appropriately prepared to expedite the start of their project. Currently, Ajax can boast that it has a number of properties including two Business Parks which have completed the work necessary to meet the stringent requirements of the Priority Property designation. When combined with PriorityPath, our nationally recognized streamlined development approvals process, Ajax now offers a powerful combination of services that can't be matched.

For more information, please contact us directly  
at [priority@ajax.com](mailto:priority@ajax.com) or 905.683.3000

Subject: **Priority*Property* Certified Site designation**

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**Appendix B: Letter to Council, Webster Global**





April 14, 2014

Mayor Parish:

Webster Global and the Town of Ajax, Ontario, Canada have been partnering to make sure that the 31.9 acres at 1 Keensford Court, Ajax, Ontario, Canada has been certified through Webster Global Site Selection rigorous process.

The property and the Town of Ajax, have been qualified for the Certified Site criteria that Webster Global uses on an international basis to ensure the property is prepared for industries to know the site is ready for a pad ready end user.

This process is an added economic development tool to:

- Reduce Business Risk
- Provide Fast Track Site Selection Process
- Marketing on an international level
- Provide a basis for the Ontario Site Certification Process

Webster Global is excited this site is “ready to go” for potential end users and the growth, creation of jobs and diversification of wealth for the Town of Ajax, Ontario, Canada.

If anyone should have any questions about the process or the site, please do not hesitate to call us at 602-621-0576.

Congratulations on an excellent process that will enhance the Town of Ajax Economic Development efforts.

Sincerely,

C. Paige Webster, President/CEO



Subject: **Priority*Property* Certified Site designation**

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**Appendix C: Site Certification as Economic Development Marketing Tool**

# Site Preparedness: Creating Relevance



The Aurora West Development is located in Aurora, Neb.

*Photo courtesy of Olsson Associates*

**Assessing and planning industrial sites is the best form of economic development marketing.**

**by COURTNEY DUNBAR  
Economic Development Leader,  
Olsson Associates**

**[editor@siteselection.com](mailto:editor@siteselection.com)**

It has been stated that the largest crisis in economic development today is irrelevance.

Irrelevance: not good, not bad, just simply unnoticed.

If the antonym to "irrelevance" is "uniqueness," then the litmus test for being noticed becomes, "What does my community offer that sets it apart and makes it relevant for industrial development?"

I'm going to let you in on a little secret ... one that is kept far too well. Read on.

The average American will state that the largest capital investment they will make in their lifetime will be their homes. Now, if you own a home, consider all of the diligence you pursued in making the decision to purchase. You likely checked the school district, the transportation routes to areas of personal

significance, the condition of the home, the suitability of the property, the property tax rates, and the proximity to services.

Now, consider industrial prospects. Instead of purchasing a home, they are making multi-million, if not multi-billion-dollar capital investments when they invest in a site. The products they produce require significant infrastructure support and capacity. Labor matters. Roads matter. Rail matters. Zoning matters. Other analytical, site preparedness items matter. Timeliness to market is paramount. An underestimation of a site's ability to serve specific industrial needs can result in catastrophic outcomes, including closures, layoffs, or worse.

Here's the secret: The best marketing you can do as an economic developer is to thoroughly assess and plan your industrial sites. Companies simply cannot afford to take a risk on a "maybe this site can serve" or "we think we can obtain property control." Absolutely, without a doubt, risk avoidance in the form of industrial site preparedness is crucial to site selection decisions. Communities must be able to fully explain the functionality of their site inventory to effectively compete for industrial development.

Here's the problem: When a site selector or end-user is looking for a new site, much of the information necessary for them to begin their search is found on the Internet, without you ever knowing that they inquired. Economic developers spend a good amount of time creating a story that will sell their communities and sites, but, shockingly, few have robust, site-specific infrastructure information available for these seekers. Considering that company profits hinge on site-specific attributes such as input availability, time-to-production, and exchange and proximity to markets, ready access to this information should be a top priority for economic developers.

Site selection has evolved considerably over the last few decades. Highly specialized equipment and telecommunications advancements have led to unique siting requirements for the majority of end-users. Rarely does a one-size-fits all approach to site development work for today's modern industrial company. As many as 75 different site and community attributes may be requested for initial diligence in site selection decisions, all with the intention of efficiently identifying risk-to-development factors. Site preparedness should be seen not only as a means to attracting an end-user, but as a means for playing the economic development game intelligently.

The benefits of site preparedness are vast and provide benefits locally, beyond simply serving as a tool for economic development marketing. Here are a few local benefits that you may not have considered:

**Streamlined Industrial Targeting:** A community cannot effectively develop a plan to target market industrial segments without understanding if the sites within their communities can adequately serve company infrastructure demands. Site preparedness allows a community to understand their natural assets and mitigate uncovered deficiencies so that they can align likely user groups to sites that make sense for optimal industrial development types. Companies make decisions based upon a lower production cost on their chosen site compared to any other site. Since production costs are a primary reason for a site

decision, it is wise for economic developers to effectively target industrial segments for which the community and site can provide a natural advantage.

**Capital Improvements Budgeting:** Economic development is most often a public/private partnership that requires investment of dollars to build infrastructure that serves industrial sites. To make the case to county boards, city councils, and other elected officials that these funds should be designated for economic development growth, it certainly helps to understand why ... why this site? Why this capacity? Why this timeline? To invest in site-readiness without a plan is risky for the longevity of public officials and the job of the economic developer. Industrial absorption rates are historically slower than retail and commercial. Industrial infrastructure needs are more stringent and costly. However, the ability to provide a solid plan for logical infrastructure phasing is necessary to mitigate risk in the eyes of a prospective end-user. Having a plan mitigates political risk and encourages readiness actions.

**Incentives Negotiation:** Recently, I worked with a client who was looking at investing nearly \$500 million at a site in the Midwest. It was discovered that nearly \$1 million would be made available in working capital (cash) incentive to the company, among other tax and work-force incentives. As part of the underwriting of the site, it was discovered that the Department of Transportation within this state would require an additional turn-lane for access. Designing and permitting a turn-lane off of a state highway is approximately a nine-month process.

### ***Local planning and zoning policies often provide little protection for industrial companies.***

In addition, the company would need to thoroughly assess water availability, volume, and pressure to assure compatibility with its production needs, posing the need for an assessment that would also take several months to complete. The math proves that if this company were to be delayed in time-to-production due to permitting issues or undiscovered infrastructure capacity deficiencies, \$1 million would be eaten up in lost profitability in less than one week. One week. Site preparedness assists communities in crafting incentives packages that truly add to the bottom-line profitability of the companies they are courting. In this instance, funding to assist in turn-lane design and a water study impacted the bottom-line profits, well beyond what the working capital investment would have provided. Smart site preparedness allows communities to anticipate and to make wise incentive decisions.

**Industrial Company Protection:** Local planning and zoning policies often provide little protection for industrial companies. In many instances, future land use maps reserve peripheral, low-resource land tracts for industrial uses. The zoning code that governs these areas allows for a variety of uses, some of which could be detrimental to industrial companies.

Land use laws provide the highest level of protection to residential, commercial, and retail areas with industrial receiving the least protection. Noise, smells, dust, and other normal aspects of industrial

production could cause operational shut-downs due to encroachment of incompatible uses. Consider this: Industrial companies often provide the highest levels of local, taxable capital investment and jobs, have the least zoning protection, and can be forced out of production due to encroachment of incompatible peripheral developments. Protection for industrial companies through site preparedness tasks is a necessary step in mitigating risk to production.

**Industrial Tract Optimization:** A crucial aspect of site preparedness is the master planning of industrial tracts. Master planning is a preferred method to platting as plans are technically sound, yet considerably more fluid than a registered plat. Master plans allow users to visualize the intended design of an industrial park, but have options to join lots to create additional spaces. These plans effectively accommodate drainage, access and other easement issues while allowing for optimization of tract development.

Many communities choose to take site preparedness to an accelerated level of site certification. Certification programs vary nationally and are offered by private companies or governmental entities. Communities taking the site preparedness steps necessary to achieve certification are absolutely elevating the marketability of their site inventory, leading to quality jobs and capital investment critical to community quality of place. Receipt of certification for industrial sites provides a sense of confidence in crucial site attributes for site selectors and end-users.

Site selection decisions are largely made by determining that the costs to produce are less and the bottom-line profits will be more in the chosen location than anywhere else. Undergoing site preparedness exercises to assess attributes, mitigate deficiencies and organize tracts for optimum efficiency is crucial to successfully creating the relevance necessary to attract new industrial investment

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*Courtney Dunbar is the Economic Development Leader for Olsson Associates in Omaha, Neb.*

Subject: **Priority*Property* Certified Site designation**

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**Appendix D: MEDTE Press Release – Provincial Site Certification Program**



## **Investment Ready: Certified Site Program**

August 19, 2013 10:00 a.m.

### **How It Works**

Ontario's Investment Ready: Certified Site Program is a province-wide investment attraction program that provides financial and marketing support to those who complete a set of requirements and due diligence for an eligible property.

Investment Ready is in the final design stages with the full application process expected to open later in 2013.

### **Benefits of Certification**

An Investment Ready site designation gives investors a greater degree of certainty when looking for development opportunities in Ontario municipalities by providing detailed information about availability, utilities servicing, access and environmental concerns. Providing this information can lead to faster site selection decisions and help get greenfield or expansion projects underway sooner.

Financial assistance will be available to help cover certain costs incurred during the certification process.

After successfully completing the certification process, Investment Ready sites will be profiled and promoted through a variety of Ontario government marketing channels, including:

- An international marketing campaign aimed at the site selection community
- Profile of certified sites on the [www.InvestinOntario.com](http://www.InvestinOntario.com) website
- Promotion of certified sites as part of the [Select Ontario Geographic Information System \(GIS\) tool](#)
- Profiling by government representatives at key global real estate, site selection and investment attraction events

### **Eligibility Requirements**

Applications must be submitted jointly by either municipalities or Economic Development Organizations and the owner(s) of the site.

The mandatory requirements for a site to be eligible are:

- Site ownership - the program is open to properties owned by federal, provincial or local governments and private land owners. Property owners must be willing to enter into a funding agreement with the province to receive reimbursement through the grant program.
- Commitment to make the property available for sale/lease - the property owner(s) must be willing to make the property available for sale or lease for a period of two years following the date of certification.
- Minimum property size - the property or properties must consist of at least four hectares or 10 acres of contiguous developable area.
- Existing public road access - the property or properties must have existing road access from a public right-of-way or have plans to extend road access within six months of becoming certified.
- Official Plan and zoning - the property or properties must be located within a designated urban area in an in-effect municipal Official Plan, and must be designated and zoned to permit a range of industrial uses.
- Servicing and utilities - the property or properties must either be serviced by existing water and wastewater systems, natural gas (for sites in municipalities with existing natural gas service), utilities and telecommunications or, alternatively, can be serviced within a six-month period at a cost that can be reasonably estimated.
- Major development constraints - the property or properties must be free of development constraints that could reasonably impact the developable area or range of industrial or other employment uses on the property. Potential constraints include restrictions on title, identified flood zones and the presence of significant natural environmental features.

For updates or questions about the program, please contact [investmentready@ontario.ca](mailto:investmentready@ontario.ca).

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**Gabe De Roche** Minister's Office  
416-325-7569  
**Brigitte Marleau** Communications Branch  
416-325-2479

[Available Online](#)  
[Disponible en Français](#)

## **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:** **Human Resources Strategy 2014 – 2017**  
**Great People! Great Culture!**

**WARD(S):** All

**DATE OF MEETING:** April 10, 2014

**REFERENCE:** Excellence in Service Delivery and Governance

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### **RECOMMENDATION:**

That the Human Resources Strategy 2014 – 2017, Great People! Great Culture! be received for information.

### **BACKGROUND:**

The Corporation of the Town of Ajax is committed to providing innovative as well as cost effective and responsive services to the community we serve. To that end, we have recognized the ongoing need for skilled and dedicated talent to deliver high-quality services for the Corporation.

The Community Action Plan along with numerous focus group discussions has informed the development of the key priorities in the Human Resources Strategy. The initiatives also reflect our commitment to the well being of our employees, continuous learning and the accountability to protect those things that Ajax residents value: our environment, our community, our families, and our cultural heritage.

Developing the Human Resources Strategy has been an important task and will guide human resource programs and priorities over the next four years.

### **Discussion:**

Competition for skilled employees is more intense in an environment where many baby boomers see their retirement on the horizon; where today's workers place a higher value on

rewarding work and work-life balance and where citizens demand high quality, cost effective and responsive services.

The Human Resources Strategy 2014-2017 was developed after much consultation with various stakeholders. This Strategy will ensure the Corporation maintains its ability to deliver high quality services to the community we serve at a time when the job market is competitive and the broader public and private sectors are vying for the same qualified talent.

The Corporation can deliver services expected by our residents only by attracting and retaining employees who are truly committed to public service. This Human Resources Strategy will enable the Corporation to continue to achieve its strategic goals by ensuring progressive human resource programs are in place to help attract and retain the best qualified talent.

The Corporation is committed to continuing to be viewed as a Preferred Employer. We will do this by continuing to create a workplace culture that encourages employees to be innovative, challenge the status quo and by focusing on developing a safe and supportive workplace that provides a rewarding work experience.

#### **FINANCIAL IMPLICATIONS:**

The key priorities and programs identified in the Human Resources Strategy will inform the human resources budgeting process to 2017.

#### **CONCLUSION:**

We want to thank everyone for their input in developing this multi-year Human Resources Strategy. This Strategy is designed to ensure the Corporation has the skilled and dedicated talent to deliver high quality services that will meet the needs, and contribute to the well-being of the community we serve for years to come.

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Sharon Dunn, MCE, CHRP  
General Manager Human Resources

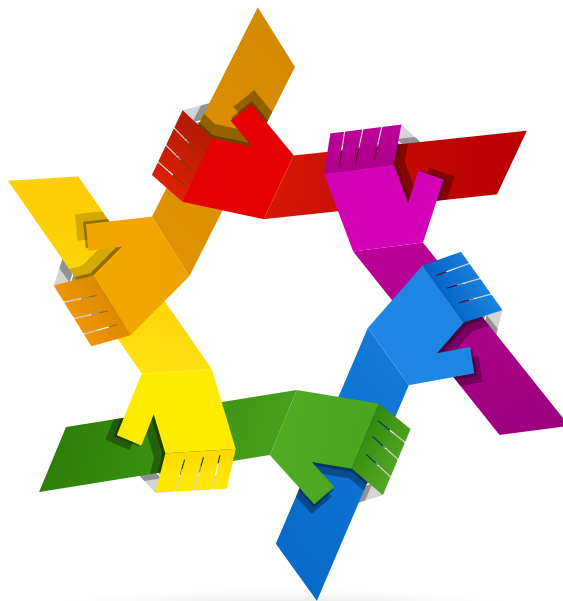
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Brian Skinner  
Chief Administrative Officer

The Corporation of the **Town of Ajax**  
Human Resources Strategy

2014-2017

# Great People, Great Culture!

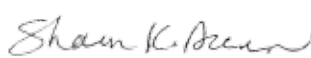




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We want to thank everyone for their input in developing this multi-year Human Resources Strategy. This Strategy is designed to ensure the availability of high quality talent and services that will meet the needs, and contribute to the well-being of the community we serve for years to come.



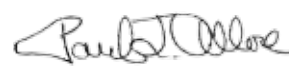
**Sharon Dunn**  
General Manager,  
Human Resource Services



**Brian Skinner**  
Chief Administrative Officer



**Tracey Vaughan-Barrett**  
Director, Recreation & Culture



**Paul Allore**  
Director, Planning &  
Development Services



**Dave Meredith**  
Director, Operations &  
Environmental Services



**Rob Ford**  
Director, Finance/Treasurer



**Dave Lang**  
Deputy Fire Chief



**Martin de Rond**  
Director, Legislative &  
Information Services

# Introduction

The Corporation of the Town of Ajax is an innovative municipal sector leader that provides a variety of services to one of the fastest growing communities in Ontario. Employees are responsible for providing efficient, innovative and cost effective municipal services to over 110,000 residents and 1,900 businesses.

The Corporation of the Town of Ajax employs approximately 900 full-time, part-time and seasonal employees in 10 locations to deliver on the corporation's strategic priorities including the Community Action Plan. During the peak months of summer, the number of staff exceed 1,000.

**Employees are employed by eight departments, which include:**

## Fire and Emergency Services

Fire suppression & prevention, public education, water & ice entry rescue, emergency medical, technical rescue, basic response to hazardous materials and other protective and rescue services.

## Operations & Environmental Services

Building maintenance, fleet services, capital projects, environmental & operations services.

## Planning & Development Services

Building approvals, engineering services, planning services and business development.

## Legislative & Information Services

Customer service and reception, legislative services for Council & standing committees, By-law & animal services and Information Technology support.

## Recreation & Culture

Year round recreational arts and culture programs, community festivals & events, facility operations, aquatics, community development, permits for indoor and outdoor recreational facilities.

## Finance

Budget & accounting services, tax billing & collection, and purchasing.

## Human Resource Services

Workforce planning & recruitment, compensation & benefits, learning & leadership development, organization design, labour & employee relations, and health, safety & wellness programs.

## Office of the CAO

Government relations, communications, administration, customer service, strategy development and quality management.

## Community Vision

A vibrant and caring community where people and history connect; Surrounded by natural beauty where open spaces and unique landscapes set us apart; Rich in opportunity where ideas and innovation flourish; Experience it – Ajax.

## Corporate Vision

“While embracing change, the Town of Ajax will meet the challenges of the future and be seen as an innovative public sector leader. As a team of valued employees, taking pride and ownership in all that we do, we will exceed our customers’ expectations. Ajax will be known as the Town that thinks like a business and acts with a strong sense of community”

## Environment Scan

Strategic human resource management recognizes the economic, social and political factors that create the external context in which the Corporation operates.

Human Resources is a centralized function that operates within a complex framework. Our role is to provide strategic advice and recommendations to management and council, as well as create and implement human resource programs to support the long term strategic priorities of the corporation.

Factors with significant implications for effective human resource management include the changing composition of the workforce in terms of diversity and inclusivity. Recent reports on the Canadian workforce also show that a large percentage of the workforce, employees from the baby boom generation will be eligible to retire in the next 5 to 10 years. This will create challenges in attracting and retaining highly qualified staff during a time of significant competition from other sectors.

For the Corporation, this means that we are competing with other municipal, public and private sector organizations for talented people who possess the competencies we require to sustain customer service excellence and to be innovative and progressive leaders in local government.



# Developing the Human Resources Strategy

It is recognized that our employees are the key to our success and that a focused and strategic approach to managing current and future workforce requirements is a necessity. Talent Management is defined as the ability to attract, develop and retain a qualified and diverse workforce to ensure the corporation continues to provide the most efficient and cost effective municipal services in the future.



The process of creating the Human Resources Strategy involved seeking out the views and feedback of various stakeholders including members of the senior management committee, council, employees and bargaining agents, including members of the Canadian Union of Public Employees (CUPE) and Ajax Professional Fire Fighters Association (APFFA). In addition, the Diversity & Community Engagement Plan (DACE), the Town's Quality System, the Community Action Plan and the Environmental Sustainability Plan were reviewed and taken into consideration.

This inclusive process helped to inform and shape the Human Resources Strategy. In addition, information and insight on leading human resource practices was also gathered from other organizations and human resource networks.

While many corporate policies and programs already exist to guide fair and accessible human resource practices, leading practice research and experience will form the foundation for this blueprint to the future. Building on these strengths, the Human Resources Strategy highlights four key priorities. Each priority is further defined by inter-related initiatives that describe what employees, job seekers and the organization want for the future.

The Human Resources Strategy outlines positive and achievable practices that will ensure the corporation continues to be innovative and well positioned to provide customer service excellence to deliver on its short and long term strategic priorities.



# Human Resources Priorities

The Human Resources Strategy has four key priorities, which support the corporate vision and the long term strategic priority of “Excellence in Service Delivery and Governance”, as outlined in the Community Action Plan. Each human resource priority is further defined by inter-related initiatives that describe the desired outcome.

## 1. Attract and Retain Qualified Diverse Talent

Over the next five years, 63% of senior management, 25% of the supervisory and management team and approximately 10% of our front line staff will be eligible to retire from the corporation. These pending retirements represent a significant amount of corporate knowledge and talent that will potentially leave the corporation.

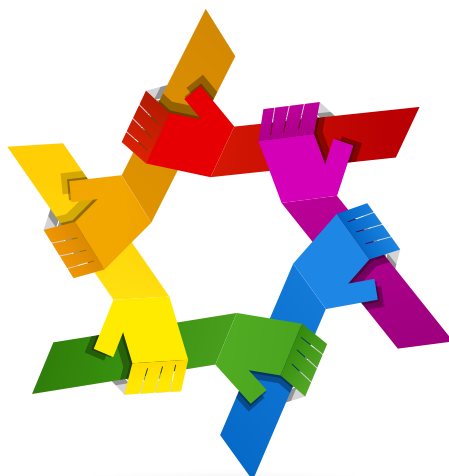
The imminent concern of employee retirements in the next five years creates a priority for the corporation to proactively take a disciplined and systematic approach to reviewing talent management practices across the corporation. This includes the ability to proactively attract and hire skilled diverse talent in the near future. As well, create innovative retention programs and strategies to ensure continued service excellence and leadership continuity.

This means we will need to modernize our hiring and sourcing practices in order to build a database repository of qualified and interested candidates with the right skills. While doing so, we will also need to continue to position ourselves as a preferred employer by promoting the Town as a destination workplace to attract and retain employees.

To build tomorrow's workforce with the best qualified individuals we need a strategy that will enable us to continue to be a progressive employer who embraces and promotes innovation, leading practices, teamwork, current technology, competitive compensation and recognition programs.

### FOCUS AREAS:

- ▶ **Recruitment Modernization**
- ▶ **Workforce Planning**
- ▶ **On-Boarding/Orientation**
- ▶ **Diversity and Inclusion**





## Recruitment Modernization

We need to reduce acquisition and administrative costs through the implementation of a technology-based recruiting solution to ensure we have the qualified and diverse talent we need to continue to deliver excellent customer service. E-recruitment technology will be implemented to support management in proactively identifying highly skilled and qualified candidates from a database repository. We will also develop partnerships with universities and colleges to raise awareness that the Corporation of the Town of Ajax is a preferred employer with a variety of career opportunities.

## Workforce Planning

Maximizing the use of current technology as well as updating current processes will provide more robust data analytics and metrics to better inform our workforce planning activities. This includes succession planning of senior roles and critical positions, future talent needs, and the skill levels required to close the gaps.

## On-Boarding/Orientation

The On-Boarding/Orientation program will be redesigned to leverage technology and streamline the process to ensure employees are provided with relevant and timely information on the corporation's business, services, culture, and values. The new program will also provide information on the resources available to assist them in being successful in their new role. To support the On-Boarding/Orientation program, the Buddy Program will continue.

## Diversity and Inclusion

We will build programs to raise awareness and promote an inclusive workforce. We will encourage our staff to bring forward the different insights and perspectives they have and to the work they do. New learning opportunities in the area of manager development and service leadership, including mentorship will be embedded in future curriculum that is linked to core and leadership competencies and individual learning plans.



## 2. Organization Effectiveness

Essential for future success, is the need for employees to understand the corporation and their department goals and priorities and how their work contributes to those goals. Human Resources will build on the foundation of existing programs and incorporate the concepts of continuous improvement, diversity, inclusion and accessibility in the opportunities identified.

Creating a work environment that helps people perform their best is more challenging than ever. Yet in today's fast paced environment, change is a constant and should be expected. New services, technology, regulatory and ethical standards make it a requirement for us to continue to develop internal capability and promote programs that embed flexibility and continuous improvement. Through the learning and development framework, human resources will source and implement programs to ensure this required capability will be continuously developed. We will also continue our commitment to a quality culture through customer service and ISO building on themes to support external validation of our human resources practices and great culture.

### FOCUS AREAS:

- ▶ **Performance Planning and Review**
- ▶ **Employee Self Service Technology**
- ▶ **Professional Development**
- ▶ **E-learning**
- ▶ **Positive and Progressive Employee and Labour Relations**
- ▶ **Human Resources Key Performance - Indicators Benchmarking**

### Performance Planning and Review

The performance planning process will continue to provide opportunities for valuable discussion and feedback between management and staff. To ensure the talent programs are relevant, competencies will be reviewed, technology tools introduced, materials updated and refreshed to include a career discussion section. A behavioural competency reference guide will be created to facilitate meaningful performance discussions.



## Employee Self-Service Technology

Building on existing technology available, the implementation of employee self-service technology will modernize the process, reduce administrative time, costs and enable employees to manage their personal transactions such as time off requests and the updating of personal information changes.

## Professional Development

An annual corporate training curriculum, based on an organization-wide needs assessment will be designed to develop skills, knowledge and behaviours employees will require for the future. While technical programs represent only one mode of learning, we will look to provide employees with opportunities for cross departmental learning, stretch assignments, job shadowing and secondments designed around the core and leadership competencies. As well, in collaboration with other educational institutions, we will target new content development to ensure that professional development of current and future leaders is aligned with leading practices, in a cost effective manner.

## E-learning

Internet and other information technologies will improve access to cost effective training and provide development opportunities to staff which accommodate a variety of work schedules. Through E-learning technology strategies, employees will have more opportunity to access a selection of job and career-related learning needs 24/7.

## Positive and Progressive Employee and Labour Relations

Through open and progressive partnerships, we will continue to seek agreements (collective agreements, letters of understanding, working conditions etc.) that provide the corporation with the flexibility required to provide excellent customer service, while being fair and reasonable to employees.

## Human Resources Key Performance Indicators/Benchmarking

We will objectively measure continuous improvement and organizational effectiveness in the focus areas identified using internal and external bench marking sources.



### 3. Safe & Supportive Workplace

Injury and illness prevention are the cornerstones of a safe and supportive workplace. This includes enhancing the corporate plan to include mental well being, workplace ergonomics, work-life balance and alternate work arrangements/flexible hours where possible.

#### FOCUS AREAS:

- ▶ **Corporate Wellness**
- ▶ **Early and Safe Return to Work/Accommodation**
- ▶ **Leaders in Occupational Health and Safety Practices**

#### Corporate Wellness

The plan will enhance existing programs and introduce new healthy living initiatives, including work-life balance, to respond to emerging health and wellness issues in the workplace. The new Employee and Family Assistance Program (EFAP) program will ensure a wide range of relevant support services are available to staff on a timely basis.

#### Early and Safe Return to Work/Accommodation

Maximizing the value of early and safe return to work and accommodation programs requires the cooperation of many stakeholders. We continue to be committed to cultivating a safe workplace through cooperative partnerships with employees, management, bargaining agents and health care practitioners.

#### Leaders in Occupational Health and Safety Practices

We will continue our commitment to health and safety, anticipating future needs and challenges posed by an emerging workforce demographic. Innovative and practical ways of analyzing data will aid in shaping our health and safety practices. This will ensure the Corporation is able to effectively meet regulatory and legislative requirements as well as standards arising from best evidence available. Training programs and communications will continue to embed the prevention mindset and raise awareness of workplace hazards and safety standards in our day to day activities.



## 4. Be a Preferred Employer

In order to attract and retain a skilled and diverse workforce we need to continuously monitor and evaluate employee programs to position public service and the Corporation as a preferred employer. Corporately we will need to continue to provide up to date tools and technology, challenging career and development opportunities, work-life balance, fair compensation and meaningful recognition and awards programs.

### FOCUS AREAS:

- ▶ **Employee Value Proposition Strategy**
- ▶ **Total Compensation and Benefits**
- ▶ **Recognition and Awards**
- ▶ **Community Involvement**
- ▶ **Employee Engagement**

#### Employee Value Proposition Strategy

Develop an employee value proposition strategy that highlights the importance of good public service and governance, provides opportunities and challenges outside of one's day to day responsibilities, offers an innovative and supportive culture as well as other benefits and rewards for current and future employees.

#### Total Compensation and Benefits

In order to attract and retain qualified talent we require compensation and benefits programs to be fair and competitive based on salary benchmarking and use of robust tools and processes. Human Resource Services will oversee a comprehensive review to ensure the corporation is positively positioned in the marketplace to attract and retain qualified talent while being financially responsible.

#### Recognition and Awards

We will assess existing programs and look to refresh them in order to meet the diverse needs of our workforce. We will continue to look for opportunities to celebrate individual, team and corporate achievements as well as service milestones.

#### Community Involvement

We will continue to take steps to develop programs to promote community involvement by employees to support a sustainable community that assists in employees' personal and professional growth and development.

#### Employee Engagement

An employee survey provides an excellent snapshot of employee feelings and satisfaction with corporate programs offered. We will survey employees periodically to determine the level of engagement. The results of the survey will provide insight into successes and opportunities for continuous improvement around several key areas.







# Great People, Great Culture!