

The Corporation of the Town of Ajax  
**GENERAL GOVERNMENT COMMITTEE**



Monday, July 11, 2016  
**Open Meeting at 1:30 p.m.**  
**In-Camera to follow immediately after open session**  
River Plate Room, Town Hall  
65 Harwood Avenue South

Confirmed by: 

## **AGENDA**

*Alternative formats available upon request by contacting:*  
[accessibility@ajax.ca](mailto:accessibility@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

**P. Brown, Chair**  
**J. Dies, Vice Chair**

### **Open Meeting**

- 1. Call To Order**
- 2. Disclosure of Pecuniary Interest**
- 3. Adoption of In-Camera Minutes – June 13, 2016** (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 **2017 Budget & Forecast Timetable**, S. Strain, Director of Finance/Treasurer..... 3
  - 4.2 **Capital Account Closing Report, April 30, 2016**, S. Strain, Director of Finance/Treasurer / D. Valentim, Senior Financial Analyst..... 5
  - 4.3 **2016 Mid-Year Building Permit Activity Report**, G. Muller, Acting Director of Planning & Development Services / S. McReelis, Senior Plans Examiner & Deputy Chief Building Official ..... 10
  - 4.4 **Contract Award – Sidewalk and Multi-use Trail Construction**, G. Muller, Acting Director of Planning & Development Services / H. Cheung, Capital Projects Coordinator..... 14
  - 4.5 **Contract Award – Intersection Improvements ~ Harwood Avenue & Hibbard Drive**, G. Muller, Acting Director of Planning & Development Services / H. Doucette, Capital Projects Technologist..... 19
  - 4.6 **Contract Award –Harwood Avenue Cycling Facilities & Parking Improvements**, G. Muller, Acting Director of Planning & Development Services / H. Doucette, Capital Projects Technologist..... 25

4.7	<b>Hermitage Park Upgrades – Change in Scope</b> , D. Meredith, Director of Operations & Environmental Services / C. Bridgeman, Manager – Infrastructure and Asset Management .....	34
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## 5. Discussion

None

## 6. Presentations

6.1	<b>Stormwater Management Sustainability Strategy</b> , G. Muller, Acting Director of Planning & Development Services / S. Ruddy, Stormwater Engineer .....	40
6.2	<b>Doric Pickering Masonic Lodge Restoration</b> , D. Meredith, Director of Operations & Environmental Services / R. Cole, Capital Projects Technologist.....	verbal
6.3	<b>IMPACT Ajax Community Support Program Revisions</b> , R. Ford, Chief Administrative Officer / T. Vaughan-Barrett, Director of Recreation & Culture / C. Da Silva, Community Development Coordinator.....	57
6.4	<b>Diversity &amp; Community Engagement Plan Phase 2 Update</b> , T. Vaughan-Barrett, Director of Recreation & Culture / S. Joseph, Diversity & Community Engagement Coordinator.....	verbal
6.5	<b>Future Tax Rate Increases</b> , S. Strain, Director of Finance/Treasurer.....	66

## 7. Departmental Updates

### In-Camera

## 8. Authority to Hold a Closed Meeting and Related In-Camera Session

- *A matter pertaining to labour relations or employee negotiations [Sec. 239 (2)(d), Municipal Act, 2001, as amended]*
- *A proposed or pending acquisition or disposition of land by the Municipality or local Board. [Sec. 239 (2)(c), Municipal Act, 2001, as amended]*
- *A matter pertaining to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board [Sec. 239 (2)(e), Municipal Act, 2001, as amended]*
- *A matter of advice subject to solicitor-client privilege, including communications necessary for that purpose [Sec. 239 (2)(f), Municipal Act, 2001, as amended]*

### 8.1 Exempt Review Results

### 8.2 Magnum Opus OMB Settlement Proposal

### 8.3 LeMine Investment Group – Request for Extension of Economic Feasibility Requirement

### 8.4 AMHC Update

## 9. Adjournment

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Sheila Strain, CPA, CGA  
Director of Finance/Treasurer

**SUBJECT:** 2017 Budget & Forecast Timetable

**WARD(S):** All

**DATE OF MEETING:** July 11, 2016

**REFERENCE:**

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### **RECOMMENDATION:**

**That the report on the 2017 Budget & Forecast Timetable be received for information.**

### **BACKGROUND:**

The budget and forecast timetable remains similar to past years and is presented in concert with the Future Tax Rate Increases report.

### **DISCUSSION:**

For 2017, we will continue with the traditional budget & forecast timetable. Opportunities to bring the approval of the annual Operating Budget earlier will be considered for 2018.

The key timetable dates are summarized below:

<b>Date</b>	<b>Activity</b>
July 11, 2016	<ul style="list-style-type: none"><li>• 2017 Budget &amp; Forecast Timetable approved by GGC</li><li>• Report and presentation to GGC – Future Tax Rate Increases</li></ul>
August 26, 2016	Deadline for Council submission of operating budget changes, new capital projects and changes in timing/scope of existing capital projects
Sept 1 to 30, 2016	Budget Builder Survey available for residents to complete
November 14, 2016	<ul style="list-style-type: none"><li>• 2016 Operating Budget Forecast report to GGC</li><li>• 2017-2020 General Levy Forecast report to GGC</li><li>• Results from Budget Builder Survey reported to GGC</li><li>• 2017 tax rate increase approved by GGC</li></ul>

Date	Activity
December 5, 2016	2017 Capital Budget/2018-2021 Long Range Capital Forecast and 2017 General Levy Funded Reserve Allocations budget document distributed and available on Town's website
December 12, 2016	2017 Capital Budget/2018-2021 Long Range Capital Forecast and 2017 General Levy Funded Reserve Allocations reviewed at GGC and approved at Special Council meeting
January 30, 2017	2017 Operating Budget document distributed and available on Town's website
February 6, 2017	2017 Operating Budget reviewed at public GGC meeting
February 20, 2017	2017 Operating Budget approved by Council
May 8, 2017	2016 Operating Budget Surplus and Net Year End Reserve Allocations presented to GGC

### COMMUNICATION ISSUES:

The date, time and location of the December 12, 2016 and February 6, 2017 public GGC budget meetings will be advertised on the Town's community page in the News Advertiser, electronic signboards and on the Town's website, well in advance of the meeting dates.

All budget and forecast documents, reports, etc., for both current and prior years, are available on the Town's website. In addition, background information is available on the website throughout the year, including:

- Prior years budgets and forecasts
- Understanding the Budget Process information package
- Financial Sustainability Plan (FSP) tutorial
- Slots Revenue Facts

### CONCLUSION:

The 2017 Budget & Forecast Timetable allows staff to undertake the comprehensive work required to complete the key financial forecasts and budgets.

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Sheila Strain, CPA, CPA  
Director of Finance/Treasurer

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Sheila Strain, CPA, CGA  
Director of Finance / Treasurer

**PREPARED BY:** Dianne Valentim, CPA, CGA  
Senior Financial Analyst

**SUBJECT:** Capital Account Closing Report, April 30, 2016

**WARD(S):** All

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** N/A

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### **RECOMMENDATION:**

1. That Council receive the attached listing of Capital Account Closings as of April 30, 2016 for information.
2. That Council approve the funding transfers from the April 30, 2016 Capital Account Closings to/from the Reserves / Reserve Funds.

<b>Reserve / Reserve Fund</b>	<b>Transfers to</b>	<b>Transfers from</b>	<b>Net Transfer</b>
Building Maintenance Reserve	(\$67,468.70)	\$19,346.26	(\$48,122.44)
Roads Maintenance Reserve	(\$327,787.87)		(\$327,787.87)
General Infrastructure Reserve	(\$295,249.91)	\$30,039.96	(\$265,209.95)
Federal Gas Tax Reserve Fund	(\$99,266.10)		(\$99,266.10)
2013 DC Reserve Fund	(\$82,969.47)		(\$82,969.47)
Strategic Initiatives Reserve	(\$29,399.33)		(\$29,399.33)
Vehicle / Equipment Replacement Reserve	(\$85,087.41)	\$7,997.82	(\$77,089.59)
Capital Contingency Reserve	(\$14,245.48)	\$164,551.75	\$150,306.27
Development Reserve	(\$218,999.77)	\$2,448.87	(\$216,550.90)
<b>Total Transfers</b>	<b>(\$1,220,474.04)</b>	<b>\$224,384.66</b>	<b>(\$996,089.38)</b>

### **BACKGROUND:**

The Financial Sustainability Plan identifies a report to Council on the results of capital account closings. There are typically three capital account closings annually. This is the first closing report for 2016 and indicates, on a project by project basis, the final balances of capital project accounts which have been completed or cancelled.

**DISCUSSION:**

The reporting on the closed capital accounts identify projects which have had contracts awarded by Council separately from those awarded by Staff.

Attachment 1 is a listing that shows the capital accounts closed as of April 30, 2016 and their balances.

**FINANCIAL IMPLICATIONS:**

The net approved budget / funding, from completed capital projects, being transferred to Reserve / Reserve Funds is as follows:

<b>Reserve / Reserve Fund</b>	<b>Net Funding Transferred</b>
Building Maintenance Reserve	(\$48,122.44)
Roads Maintenance Reserve	(\$327,787.87)
General Infrastructure Reserve	(\$265,209.95)
Federal Gas Tax Reserve Fund	(\$99,266.10)
2013 DC Reserve Fund	(\$82,969.47)
Strategic Initiatives Reserve	(\$29,399.33)
Vehicle / Equipment Replacement Reserve	(\$77,089.59)
Capital Contingency Reserve	\$150,306.27
Development Reserve	(\$216,550.90)
<b>Total</b>	<b>(\$996,089.38)</b>

The total amount transferred \$996,089.38 will be available for future capital projects.

**CONCLUSION:**

The presentation of this report to Council complies with the requirements of Corporate Policies 120 and 127, the Financial Sustainability Plan and the Capital Expenditure Control Policy respectively.

**ATTACHMENTS:**

ATT 1 – Closed Capital Projects as of April 30, 2016

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Dianne Valentim, CPA, CGA  
Senior Financial Analyst

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Sheila Strain, CPA, CGA  
Director of Finance / Treasurer

# ATTACHMENT 1

## CAPITAL ACCOUNTS CLOSED AS OF April 30, 2016

Dept	ACCT	PROJECT NAME	Year Approved	Approved Budget	Funding Approved	Expenditures	Project Balance	Comment
<b>COUNCIL AWARDED</b>								
<b>Town Buildings</b>								
640	967011	Ajax Kinsmen Centre Repairs	2015	(120,000.00)	(96,449.09)	195,533.05	(20,916.04)	
640	967611	Village Arena - Board Replacement	2015	(85,000.00)		78,838.70	(6,161.30)	
<b>Total Town Buildings</b>				<b>(205,000.00)</b>	<b>(96,449.09)</b>	<b>274,371.75</b>	<b>(27,077.34)</b>	
<b>Parks &amp; Open Spaces</b>								
640	multiple	2015 Pan/Para Am Games	2012		(9,136,962.92)	9,150,939.86	13,976.94	TO2015 capital works
640	953911	Carruthers Marsh Splashpad	2014	(540,000.00)		508,145.36	(31,854.64)	
640	965311	Rotary Park Improvements	2015	(75,000.00)	(9,321.45)	82,517.19	(1,804.26)	
<b>Total Parks &amp; Open Spaces</b>				<b>(615,000.00)</b>	<b>(9,146,284.37)</b>	<b>9,741,602.41</b>	<b>(19,681.96)</b>	
<b>Vehicles &amp; Equipment</b>								
640	965511	ENV - Replacement Equip - Harley Rake	2015	(15,000.00)		13,279.67	(1,720.33)	
640	971911	OPS - Add'l Equip - Snow Plow	2015	(207,500.00)	(25,714.97)	233,397.84	182.87	
<b>Total Vehicle &amp; Equipment</b>				<b>(222,500.00)</b>		<b>246,677.51</b>	<b>(1,537.46)</b>	
<b>Road Network</b>								
685	949311	Greenwood Road Reconstruction	2013		(1,298,970.00)	1,122,848.69	(176,121.31)	
640	954811	Road Resurfacing - 2014	2014	(1,018,000.00)		921,754.78	(96,245.22)	
685	958511	MUT - Taunton Road	2014	(125,000.00)	(44,495.96)	77,322.35	(92,173.61)	
640	969011	Asphalt Trail Reconstruction	2015	(175,000.00)		149,003.66	(25,996.34)	
685	969211	Road Resurfacing - FGT	2015	(875,000.00)	(453,766.12)	1,229,500.02	(99,266.10)	
<b>Total Road Network</b>				<b>(2,193,000.00)</b>	<b>(1,797,232.08)</b>	<b>3,500,429.50</b>	<b>(489,802.58)</b>	
<b>Bridges &amp; Culverts</b>								
640	971711	Rotary Bridge Repairs	2015	(350,000.00)		209,136.39	(140,863.61)	
<b>Total Bridges &amp; Culverts</b>				<b>(350,000.00)</b>	<b>-</b>	<b>209,136.39</b>	<b>(140,863.61)</b>	
<b>TOTAL COUNCIL AWARDED</b>				<b>(3,235,500.00)</b>	<b>(11,039,965.54)</b>	<b>13,763,081.17</b>	<b>(678,962.95)</b>	
<b>STAFF AWARDED</b>								
<b>Technology</b>								
630	952411	Amanda Upgrade	2014	(55,000.00)		38,953.70	(16,046.30)	
625	969611	Workstation Replacement - 2015	2015	(45,000.00)		34,780.53	(10,219.47)	
625	969711	Hardware Upgrades and Replacements - 2015	2015	(67,000.00)		61,853.92	(5,146.08)	
625	969811	Corporate Backup System Upgrade	2015	(85,000.00)		82,992.34	(2,007.66)	
625	969911	Desktop Virtualization Expansion	2015	(25,000.00)		-	(25,000.00)	Project cancelled
625	970111	Push to Talk Phone Replacement	2015	(40,000.00)		25,772.66	(14,227.34)	
625	970211	AutoCad Concurrent Licencing	2015	(17,000.00)		13,662.41	(3,337.59)	
690	970611	Symphony Server Replacement	2015	(15,000.00)		14,475.35	(524.65)	
625	981611	Server Virtualization / Storage Expansion	2016	(89,000.00)		87,195.08	(1,804.92)	
<b>Total Technology</b>				<b>(277,000.00)</b>		<b>218,580.49</b>	<b>(78,314.01)</b>	

# ATTACHMENT 1

## CAPITAL ACCOUNTS CLOSED AS OF April 30, 2016

Dept	ACCT	PROJECT NAME	Year Approved	Approved Budget	Funding Approved	Expenditures	Project Balance	Comment
<b>STAFF AWARDED - con't</b>								
<b>Town Buildings</b>								
640	956911	ACC - Facility Structural Caulking	2014	(40,000.00)		43,716.07	3,716.07	All bids were greater than budget
640	961711	Kinsmen Heritage Centre	2014	(18,000.00)		7,191.99	(10,808.01)	
640	962511	Duct Insulation Repairs - Various	2015	(45,000.00)		38,307.53	(6,692.47)	
640	962711	Accessible Door - Various Bulidings	2015	(35,000.00)		29,798.22	(5,201.78)	
640	967111	MCC Basement Foundation Consultation	2015	(10,000.00)		5,189.76	(4,810.24)	
640	968111	Fire Stn #1 -Front Entrance Improvements	2015	(90,000.00)		66,313.13	(23,686.87)	
640	968211	Fire Stn #1 & 2 - Veh Bay Repairs	2015	(200,000.00)		215,630.19	15,630.19	Interior painting not originally anticipated as part of this project
640	972711	Fire Stn 2 - SCBA Air Compressor	2015		(37,811.98)	34,374.51	(3,437.47)	
640	972811	Fire HQ - Glycol Loop Fluid Replacement	2015			22,332.01	22,332.01	Emergency Repair.
640	973611	Emergency Repair - Town Hall Roof	2015			45,577.06	45,577.06	Emergency Repair.
<b>Total Town Buildings</b>				<b>(438,000.00)</b>	<b>(37,811.98)</b>	<b>508,430.47</b>	<b>32,618.49</b>	
<b>Parks &amp; Open Spaces</b>								
680	948711	Menkes Imagination NP - Design	2013	(55,000.00)		39,405.27	(15,594.73)	
640	955311	Cedar Park Baseball Improvements	2014	(12,500.00)		6,919.68	(5,580.32)	
640	965111	Line Painting - Waterfront Trail	2015	(10,000.00)			(10,000.00)	Project was completed in house.
640	969411	Playground Drainage Improvements - Various	2015	(80,000.00)		65,094.18	(14,905.82)	
640	971011	Cedar Park Baseball Improvements	2015	(40,000.00)		26,498.29	(13,501.71)	
640	971311	Cedar Park Sportsfield Lighting Replacement	2015	(10,000.00)		-	(10,000.00)	Project cancelled.
640	972911	Exeter Wading Pool Repair	2015			11,702.40	11,702.40	Emergency Repair
<b>Total Parks &amp; Open Spaces</b>				<b>(207,500.00)</b>	<b>-</b>	<b>149,619.82</b>	<b>(57,880.18)</b>	
<b>Vehicles &amp; Equipment</b>								
625	952811	Document Management System Upgrade	2014	(27,000.00)		20,560.45	(6,439.55)	
640	965911	ENV - Replacement Equip - Unit # 639-0	2015	(50,000.00)		53,998.91	3,998.91	
640	966011	ENV - Replacement Equip - Unit # 640-0	2015	(50,000.00)		53,998.91	3,998.91	
640	966511	FAC - Replacement Equip - Unit # 36002	2015	(95,000.00)		87,520.82	(7,479.18)	
670	967711	MCC - Fitness Centre Equipment - 2015	2015	(59,000.00)		52,066.96	(6,933.04)	
670	967811	ACC - Fitness Equipment - 2015	2015	(21,000.00)		19,264.95	(1,735.05)	
640	968511	FES - Replacement Equip - Unit # 14003	2015	(55,000.00)		43,721.17	(11,278.83)	
630	968711	Watyer & Ice Rescue Equipment	2015	(20,000.00)		19,413.25	(586.75)	
640	971411	OPS - Add'l Equip - Asphalt Trailer	2015	(30,000.00)		29,984.58	(15.42)	
690	973011	Library Floor Cleaning Maching	2015			7,036.39	7,036.39	Unbudgeted
670	974211	ACC Accessible Stage Addition	2015			11,646.43	11,646.43	Unbudgeted
<b>Total Vehicle &amp; Equipment</b>				<b>(407,000.00)</b>		<b>399,212.82</b>	<b>(7,787.18)</b>	
<b>Road Network</b>								
685	950211	Traffic Signals - Salem / Lord	2013	(240,000.00)	120,000.00	122,266.00	2,266.00	
640	954411	Streetlight Improvement	2014	(50,000.00)		32,461.42	(17,538.58)	
680	965011	Rotary Park - Pedestrian Trail/Parking Improvements	2015	(15,000.00)		4,019.52	(10,980.48)	
640	968911	Streetlight Pole Replacement	2015	(25,000.00)		24,625.91	(374.09)	
640	969511	Millers Creek Trail Repair	2015	(50,000.00)		49,964.13	(35.87)	
<b>Total Road Network</b>				<b>(380,000.00)</b>		<b>233,336.98</b>	<b>(26,663.02)</b>	



# ATTACHMENT 1

## CAPITAL ACCOUNTS CLOSED AS OF April 30, 2016

Dept	ACCT	PROJECT NAME	Year Approved	Approved Budget	Funding Approved	Expenditures	Project Balance	Comment
<b>STAFF AWARDED - con't</b>								
<b>Bridges &amp; Culverts</b>								
648	955211	Carwin Crescent - Design	2014	(250,000.00)		38,065.85	(211,934.15)	
640	971111	Municipal Bridge Inspections	2015	(13,500.00)		11,804.17	(1,695.83)	
640	971211	Pedestrian Bridge Repairs	2015	(110,000.00)		78,272.53	(31,727.47)	
<b>Total Bridges &amp; Culverts</b>				<b>(373,500.00)</b>	<b>-</b>	<b>128,142.55</b>	<b>(245,357.45)</b>	
<b>Storm Water Network</b>								
640	973311	Station Street Storm Sewer Repair	2015			35,135.46	35,135.46	Emergency Repair
640	973411	Duffins Creek Bank Stabilization	2015			16,938.04	16,938.04	Emergency Repair
640	974011	Emergency Repair - Fairall St. Storm Sewer	2015			14,183.96	14,183.96	Emergency Repair
<b>Total Storm Water Network</b>				<b>-</b>	<b>-</b>	<b>66,257.46</b>	<b>66,257.46</b>	
<b>TOTAL STAFF AWARDED</b>				<b>(2,083,000.00)</b>	<b>(37,811.98)</b>	<b>1,703,580.59</b>	<b>(317,125.89)</b>	
<b>BALANCE TO BE TRANSFERRED / FUNDED</b>				<b>(5,318,500.00)</b>	<b>(11,077,777.52)</b>	<b>15,466,661.76</b>	<b>(996,088.84)</b>	

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Gary Muller, MCIP, RPP  
Acting Director of Planning and Development Services

**PREPARED BY:** Steven McReelis, MAATO, CBCO  
Senior Plans Examiner & Deputy Chief Building Official

**SUBJECT:** **2016 Mid-Year Building Permit Activity Report**

**WARDS:** All

**DATE OF MEETING:** July 11, 2016

**REFERENCE:**

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### **RECOMMENDATION:**

**That the report to General Government Committee dated July 11, 2016 entitled “2016 Mid-Year Building Permit Activity Report” be received for information.**

### **REPORT:**

Twice a year staff provide an update of municipal Building Permit activity.

The total construction value for non-residential permits increased from \$8.3 million for the same period in 2015 to \$16.2 million in 2016; an increase of 49.0%. The upswing in construction value is due in part to the Volvo, Jaguar, and Land Rover Durham automotive dealership and repair facility at 280 Achilles Road valued at \$11.0 million.

The total construction value for new residential permits decreased by 29% going from \$67.3 million in 2015 to \$44.9 million in 2016 for the same period. This reduction is due to lower permit volume combined with fewer detached dwellings being partially offset by more townhouses being constructed.

The total construction value for year to date (January to May) of building permit activity has decreased from the same period last year; \$77.7 million in 2015 to \$65.1 million in 2016, representing a 19.4% decline. Construction values are calculated for issued building permits only and not for permits that are in circulation. See ATT-1.

A total of 56 non-residential permit applications (including signs and site servicing) have been received in 2016.

The following are some of the more significant permit applications currently under review:

Description	Location	Area	Value (\$)	Type
Revera – 5 storey, 132 unit retirement residence	1010 Westney Rd. N.	11,000 m <sup>2</sup> (118,403 ft <sup>2</sup> )	\$20,000,000	New
St. James Catholic School – one storey six classroom addition	10 Clover Ridge Dr.	685 m <sup>2</sup> (7,373 ft <sup>2</sup> )	\$4,465,000	Addition
Additional and alteration to former Target retail building	100 Kingston Rd. E.	8,592 m <sup>2</sup> (92,483 ft <sup>2</sup> )	\$4,200,000	Addition/ Alteration
Industrial Building Addition	72 Orchard Rd.	2,781 m <sup>2</sup> (29,934 ft <sup>2</sup> )	\$2,502,900	Addition
St. Josephine Bakhita Catholic School – one storey child care addition	51 Williamson Dr. E.	550 m <sup>2</sup> (5,920 ft <sup>2</sup> )	\$1,550,000	Addition

Construction is expected to commence in the second half of the year on the second building of Medallion's Vision at Pat Bayly Square. It is anticipated that the shoring permit for building 'B' will be issued in the first week of July, with applications being submitted soon after for the foundation permit. Building 'B' will be 25 storeys in height, contain 308 residential units, and ground floor retail.

According to the Region of Durham report on Building Activity – January to March, 2016, (#2016-P-41, June 14, 2016); building activity has risen across the Region during the first quarter of 2016 when compared to 2015. Overall, the total value of building permits is up 19.0%; with the residential sector experiencing an increase of 13.2%, while non-residential values realized growth of 51.7%.

Of the eight municipalities in the Region of Durham, Ajax ranked second in terms of construction value of non-residential building permits, and third in total construction value, and by construction value and number of building permits for new residential units for the period of January to March, 2016.

#### **FINANCIAL IMPLICATIONS:**

None

#### **COMMUNICATION ISSUES:**

None

#### **CONCLUSION:**

Although building permit activity for the first half of 2016 was slower than anticipated, an upswing is expected over the last half of the year. Overall, building permit activity is expected to be higher than in 2015.

**ATTACHMENTS:**

ATT-1: Town of Ajax Building Report – Year-to-date – May 2016

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Steven McReelis, Senior Plans Examiner & Deputy Chief Building Official

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Gary Muller, Acting Director of Planning & Development Services

## ATT-1

## TOWN OF AJAX BUILDING REPORT - YEAR - TO - DATE - MAY 2016

TYPE OF PERMIT	MAY 2016 (Year to Date)				MAY 2015 (Year to Date)		
	# of Applications Rec'd in 2016	# of Applications in circulation	# of Permits Issued	Construction Value(\$)	# of Applications Rec'd in 2015	# of Permits Issued	Construction Value(\$)
<b>RESIDENTIAL:</b>							
New Residential House: i.e. detached, semi detached, condo, townhouse etc. (DC charges applicable)	111	49	130	44,955,293	210	172	67,306,973
Residential House Additions, Alterations, Demolitions i.e. detached, semi detached, condo, townhouse etc.	28	11	28	1,149,248	36	28	673,500
Residential Multi Storey: i.e. apartments, condo etc.	3	2	2	350,000	3	4	171,500
Minor Residential: i.e. decks, garages etc.	118	27	108	1,605,287	95	66	711,922
Accessory Apartment: i.e. 9.8 OFC, OBC	21	10	24	845,880	19	17	462,384
<b>Sub-Total</b>	<b>281</b>	<b>99</b>	<b>292</b>	<b>48,905,708</b>	<b>363</b>	<b>287</b>	<b>69,326,279</b>
<b>COMMERCIAL</b>							
Assembly Permit: i.e. community facilities, Day Care etc.	7	1	8	539,500	7	8	4,065,454
Business & Personal Service: i.e. offices, hair salons etc.	10	2	12	1,388,059	11	9	539,050
Detention, Care & Treatment: i.e. hospitals, Group Homes etc.	1	0	1	60,000	0	0	0
Minor Non-Residential i.e. temp. tents, School Portables etc.	4	1	5	375,150	15	13	1,861,160
Mercantile: i.e. retail, Market, Shopping Mall etc.	14	3	16	12,161,750	7	6	327,000
Change of Use: i.e. office to private school	0	0	0	0	0	0	0
Sign Permit	16	4	18	146,300	12	14	329,200
<b>Sub-Total</b>	<b>52</b>	<b>11</b>	<b>60</b>	<b>14,670,759</b>	<b>52</b>	<b>50</b>	<b>7,121,864</b>
<b>INDUSTRIAL</b>							
Industrial Permit: i.e. Manufacturing Building, Parking Garage etc.	4	4	5	687,848	7	6	958,500
<b>Sub-Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>687,848</b>	<b>7</b>	<b>6</b>	<b>958,500</b>
<b>SITE SERVICING</b>							
Site Servicing, i.e. underground sewer, water and drainage	0	1	2	870,369	1	2	287,238
<b>Sub-Total</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>870,369</b>	<b>1</b>	<b>2</b>	<b>287,238</b>
<b>TOTAL</b>	<b>337</b>	<b>115</b>	<b>359</b>	<b>65,134,684</b>	<b>423</b>	<b>345</b>	<b>77,693,881</b>

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Gary Muller  
Acting Director of Planning & Development Services

**PREPARED BY:** Hermie Cheung  
Capital Projects Coordinator

**SUBJECT:** **Contract Award – Sidewalk and Multi-use Trail Construction**

**WARD(S):** 1 and 3

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** RFT No. T16030 – Sidewalk and Multi-use Trail Construction  
Capital Account No. 975811 – Sidewalk / Trail Infill - 2016

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### **RECOMMENDATION:**

**That Council award the contract for the construction of sidewalk and multi-use trail, to Aloia Bros Concrete Contractors Ltd. in the amount of \$459,230.02 (inclusive of all taxes).**

### **BACKGROUND:**

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

The 2016 sidewalk/ trail infill program includes:

- 1) Construction of a new concrete sidewalk on Finley Avenue from Westney Road to Bayly Street
- 2) Construction of a new asphalt multi-use trail on the south side of Rossland Road from Ravenscroft Road to Mullen Park

### **DISCUSSION:**

Request for Tender (RFT) documents were issued to 21 prospective bidders with bids being received back from 11 of these, prior to the closing on June 14, 2016. Upon review of the 11 bids received, 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
Aloia Bros Concrete Contractors Ltd	\$459,230.02	\$459,230.02
Serve Construction Ltd	\$470,257.41	\$470,257.41
Blackstone Paving & Construction Ltd	\$494,018.60	\$494,018.60
Tri Son Contracting Inc.	\$508,486.44	\$508,486.44
Aqua Tech Solutions Inc.	\$536,283.69	\$536,283.69
Royalcrest Paving & Contracting Ltd	\$539,253.52	\$539,253.52
Onsite Contracting Inc.	\$544,588.96	\$544,588.96
Bennington Construction Ltd	\$544,804.17	\$544,804.17
J. Hoover Ltd	\$549,431.99	\$549,431.99
Appco Paving	\$562,197.03	\$562,197.03
002274084 Ontario Ltd o/a GMP Contracting	\$573,508.90	\$576,865.00

**FINANCIAL IMPLICATIONS:**

Capital Account No. 975811 – Sidewalk / Trail Infill - 2016

Approved Capital Budget		\$475,000.00
Contract (net of HST rebate)	\$413,550.86	
Contingency (10%)	\$41,355.00	<u>\$ 454,905.86</u>
Available Budget		<u>\$20,094.14</u>

The available budget will be used for material testing and utility relocations.

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

- Unusual soil or base conditions, site conditions different than those anticipated,
- Concerns that arise from local residents, businesses and landowners,
- 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.

### **COMMUNICATION ISSUES:**

Notices regarding the proposed sidewalks/ trails will be sent to property owners fronting lands where sidewalks or trails are to be constructed with construction dates and contact information for any concerns that may arise.

As per the Federal Gas Tax Agreement with the Association of Municipalities of Ontario, signs will be posted for the duration of the project to acknowledge the contribution from the Government of Canada towards the project.

### **CONCLUSION:**

It is the recommendation of staff that Aloia Bros Concrete Contractors Ltd. be awarded the contract for the sidewalk and multi-use trail construction, being the lowest bidder meeting minimum specifications.

### **ATTACHMENTS:**

ATT-1: 2016 Capital Detail Sheet

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Hermie Cheung, P. Eng.  
Capital Projects Coordinator

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Gary Muller, MCIP, RPP  
Acting Director of Planning and Development Services



**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Planning & Development Services
<b>Section</b>	Engineering Services
<b>Project Name</b>	<b>Sidewalk / Trail Infill - 2016</b>
<b>Submitted By</b>	Carol Coleman, Manager of Engineering - Capital Projects
<b>Start Year</b>	2016
<b>Project Number</b>	0975811

**PROJECT DESCRIPTION / JUSTIFICATION**

**Scope:** Construction of new concrete sidewalk on Finley Avenue from Westney Road to Bayly Street and a new asphalt multi-use trail on the south side of Rossland Road from Ravenscroft Road to Mullen Park.

**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.

**Schedule:** Construction: 2016

**EXPENDITURES / FUNDING**

	2016	2017	2018	2019	2020	Total
<b>Total Expenditures</b>	<b>475,000</b>					<b>475,000</b>
Federal Gas Tax Reserve Fund	475,000					475,000
<b>Total Funding</b>	<b>475,000</b>					<b>475,000</b>
<b>Annual Operating Costs</b>	<b>2,500</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Gary Muller  
Acting Director of Planning and Development Services

**PREPARED BY:** Heather Doucette  
Capital Projects Technologist

**SUBJECT:** Contract Award – Intersection Improvements ~ Harwood Avenue & Hibbard Drive

**WARD(S):** 2

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** RFT No. T16028 Intersection Improvements ~ Harwood Avenue & Hibbard Drive  
Capital Account No. 976211  
RFQ No. T14043 – Tree Planting Contract  
RFT No. T14042 - Supply and Delivery of Trees

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### **RECOMMENDATIONS:**

1. That Council award the contract for Intersection Improvements ~ Harwood Avenue & Hibbard Drive, to Ashland Paving Ltd. in the amount of \$436,286.95 (inclusive of all taxes).
2. That Council award the contract for Material Testing and Geotechnical Services for Intersection Improvements ~ Harwood Avenue & Hibbard Drive, to Orbit Engineering Limited in the amount of \$7,345.00 (inclusive of all taxes).
3. That Council award the contract for the Supply and Delivery of Trees, related to the work at the Intersection Improvements ~ Harwood Avenue & Hibbard Drive, to Cedar Valley Nursery in the amount of \$11,715.84 (inclusive of all taxes).
4. That Council award the contract for Tree Planting, related to the Intersection Improvements ~ Harwood Avenue & Hibbard Drive to Greenbank Garden Centre in the amount of \$9,220.80 (inclusive of all taxes).
5. That Council approve funding of \$256,018.41 to be allocated to Capital Account No. 976211 from the Development Reserve.

### **BACKGROUND:**

The intersection of Harwood Avenue at Hibbard Drive / Keensford Court has been earmarked for signalization for a number of years. Additional employment land, development in this area

together with the existing residential development west of Harwood Avenue, requires that traffic signals be installed to improve access needed to accommodate left turn movements to and from. This will also help to provide a signalized outlet for residential traffic currently accessing Harwood Avenue from Fishlock Street. The cost of the signals has been partially funded through the Master Development Agreement with Carttera (formally Higgins Development Partners) for this location. The Town will seek reimbursement for the portion of the works not currently funded under the agreement from the developer during future phases of development.

## **DISCUSSION:**

### **Contract Award to Ashland Paving**

Request for Tender (RFT) documents were issued to 13 prospective bidders with bids being received back from eight of these, prior to the closing on May 31, 2016. Listed below is a summary of the bids received:

<b>NAME OF BIDDER</b>	<b>TOTAL TENDER AMOUNT</b>
Ashland Paving Ltd.	\$436,286.95
Peltar Paving & General Contracting Company Limited	\$444,572.62
Bennington Construction Ltd.	\$447,673.91
Blackstone Paving & Construction Limited	\$496,365.04
Coco Paving Inc.	\$550,869.92
002274084 Ontario Ltd. o/a GMP Contracting	\$560,079.36
Brennan Paving & Construction Ltd.	\$638,939.86
Elirpa Construction & Materials Ltd.	\$845,840.96

Contract commencement is July 25, 2016 and completion for this contract is expected by September 30, 2016

### **Contract Award to Orbit Engineering Limited**

In accordance with Tender No.T16018, Multiple Year Award for Material Testing, Geotechnical & Environmental Investigation Services, it is recommended that the material testing and geotechnical investigation services be awarded to Orbit Engineering Limited at the approved unit rates.

Contract commencement is July 25, 2016 and completion for this contract is expected by September 30, 2016

### **Contract Award to Cedar Valley Nursery and Greenbank Garden Centre**

Thirty two trees will be removed at the time of construction and the standard formula of 3:1 ratio will be applied for compensation.

The current Purchasing By-Law allows for purchases through negotiations, under certain conditions, more specifically, “where, at the discretion of the Department Head, in consultation with the Manager of Purchasing, it is deemed to be in the best interest of the municipality to negotiate with vendors.”

It is recommended that the supply and delivery of ninety six trees be awarded to Cedar Valley Nursery as a single source contract.

A GGC report dated December 8, 2014 for the supply and delivery of trees was approved by Council. The competitive contract T14042 was awarded to Cedar Valley Nursery.

It is recommended that the tree planting be awarded to Greenbank Garden Centre as a single source contract.

A GGC report dated October 28, 2014 for tree planting was approved by Council. The competitive contract T14043 was awarded to Greenbank Garden Centre.

Contract commencement is July 25, 2016 and completion for this contract is expected by December 30, 2016

## FINANCIAL IMPLICATIONS:

Capital Account No. 976211 – Traffic Signals ~ Harwood Avenue & Hibbard Drive

Approved Capital Budget		\$350,000.00
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### Current Award

Ashland Paving Ltd. (net of HST rebate)	\$392,889.91	
Contingency (10%)	\$39,300.00	
Orbit Engineering Limited (net of HST rebate)	\$6,614.40	
Contingency (10%)	\$660.00	
Cedar Valley Nursery (net of HST rebate)	\$10,550.48	
Greenbank Garden Centre (net of HST rebate)	<u>\$8,303.62</u>	<u>\$458,318.41</u>
Over Budget		\$108,318.41

### Estimated Costs

Allowance for Region of Durham Traffic Signals	\$137,500.00	
Allowance for Other items such as Utility Relocates	<u>\$10,200.00</u>	<u>\$147,700.00</u>
Over Budget		<u>(\$256,018.41)</u>

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.

Additional funding, not to exceed \$256,018.41, will be allocated from Development Reserve.

The project has exceeded the original budget for the following reason:

- The existing northbound left turn lane and the north and south centre islands on Harwood Avenue were considered sub-standard according to the Regional Municipality of Durham (Regional) and based on the Transportation Association of Canada (TAC) design guidelines. As a result changes to the scope of work increased significantly during the design process which subsequently resulted in a higher construction cost.

### **COMMUNICATION ISSUES:**

Appropriate signage will be posted on Harwood Avenue and Hibbard Drive in advance of construction commencing. Additionally, information regarding the construction project will be posted on the Town's website.

### **CONCLUSION:**

It is the recommendation of staff that:

- Ashland Paving Ltd. be awarded the contract for Intersection Improvements ~ Harwood Avenue & Hibbard Drive, being the lowest bidder meeting minimum specifications,
- Orbit Engineering Limited be awarded the contract for Material Testing and Geotechnical Services, as a single source purchase.
- Cedar Valley Nursery be awarded the contract for the supply and delivery of trees, as a single source purchase, as per contract T14042.
- Greenbank Garden Centre be awarded the contract for installation of trees, as a single source purchase, as per contract T14043.
- That Council approve funding of \$256,018.41, to be allocated to Capital Account No. 976211 from the Development Reserve.

### **ATTACHMENTS:**

ATT-1: 2016 Capital Budget Detail Sheet 976211

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Heather Doucette, CTech  
Capital Projects Technologist

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Gary Muller, MCIP, RPP  
Acting Director of Planning and Development Services

**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Planning & Development Services
<b>Section</b>	Engineering Services
<b>Project Name</b>	<b>TrafficSignalsHarwood/ Hibbard</b>
<b>Submitted By</b>	Carol Coleman, Manager of Engineering - Capital Projects
<b>Start Year</b>	2016
<b>Project Number</b>	0976211

**PROJECT DESCRIPTION / JUSTIFICATION**

**Scope:** Installation of new traffic signals and intersection improvements at Harwood Avenue and Hibbard Drive/ Keensford Court. Work will include new northbound and southbound turning lanes at the intersection.

**Rationale:** As the Town of Ajax continues to grow, there are increased traffic pressures on the existing road network. The Town has requested that the Region of Durham install traffic signals at Harwood Avenue and Hibbard Drive/ Keensford Court. Traffic analysis shows that the development of employment land in this area together with the existing residential development, require the traffic signals to improve access to Harwood Avenue. As well, this will help to provide an outlet for traffic currently accessing Harwood Avenue from Fishlock Street. The cost of the signals will be paid by the developer as per the Master Development Agreement.

**Reference:** Master Development Agreement between the Town and HDP Canada Industrial Fund I GP, Inc., dated June 30th, 2008.

**Schedule:** Construction in 2016.

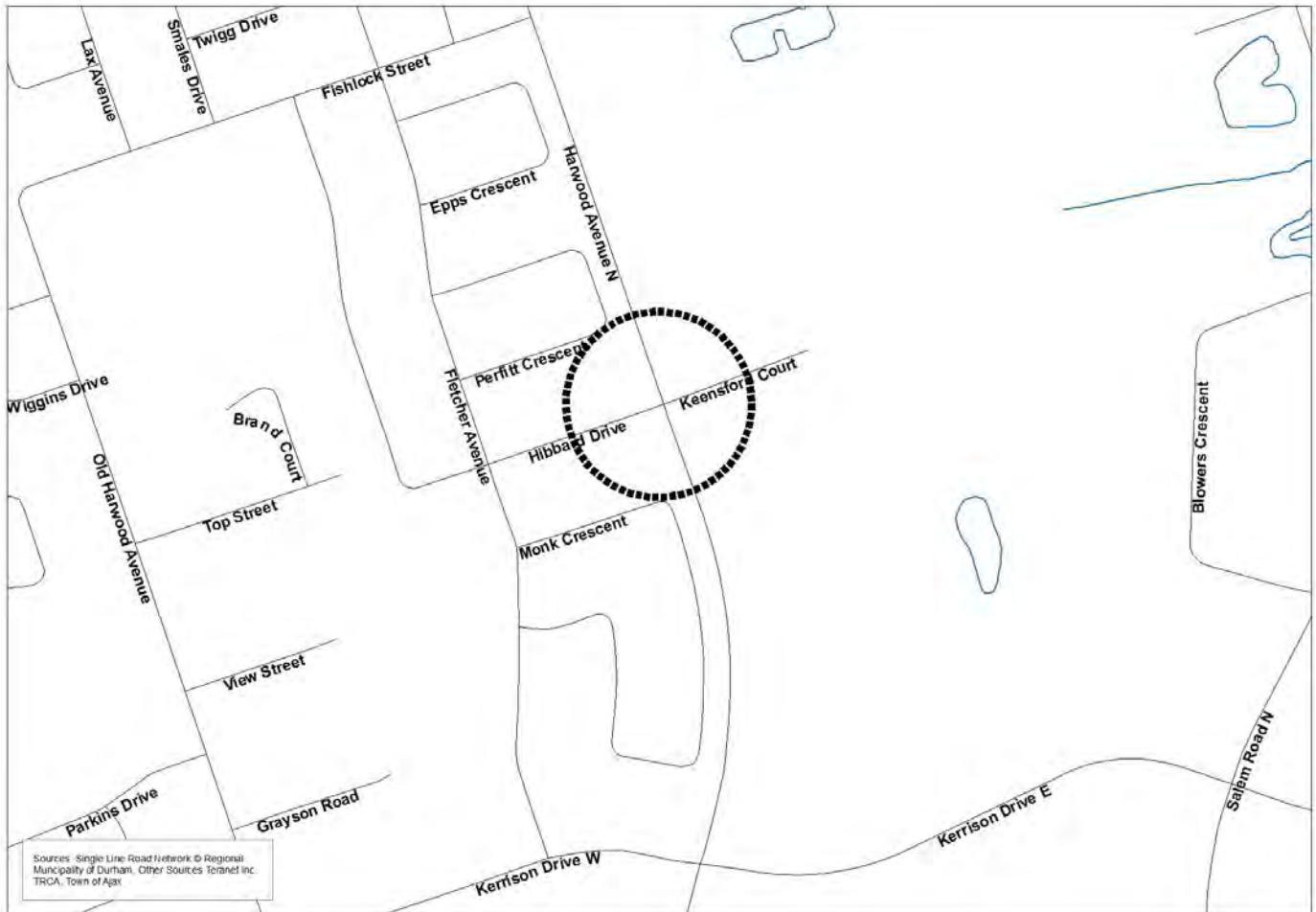
**EXPENDITURES / FUNDING**

	2016	2017	2018	2019	2020	Total
<b>Total Expenditures</b>	<b>350,000</b>					<b>350,000</b>
Development Reserve	250,000					250,000
Recoveries - External	100,000					100,000
<b>Total Funding</b>	<b>350,000</b>					<b>350,000</b>
<b>Annual Operating Costs</b>	<b>2,500</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	

**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

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***Traffic Signals Harwood/ Hibbard Construction***





## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Gary Muller  
Acting Director of Planning and Development Services

**PREPARED BY:** Heather Doucette  
Capital Projects Technologist

**SUBJECT:** Contract Award –Harwood Avenue Cycling Facilities & Parking Improvements

**WARDS:** 3 & 4

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** RFT No. T16032 Harwood Avenue Cycling Facilities & Parking Improvements  
GGC Report dated June 25<sup>th</sup>, 2015 ~ Contract Award – Design Services - Harwood Cycling Facilities and Parking Improvements  
Capital Account No. 975911

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### **RECOMMENDATIONS:**

1. That Council award the contract for Harwood Avenue Cycling Facilities & Parking Improvements, to Blackstone Paving & Construction Ltd. in the amount of \$618,934.93 (inclusive of all taxes).
2. That Council award the contract for Contract Administration and Inspection Services for Harwood Avenue Cycling Facilities & Parking Improvements, to Dionne Bacchus & Associates Consulting Engineers Ltd. in the amount of \$49,720.00 (inclusive of all taxes).
3. That Council award the contract for the Supply and Delivery of Trees, related to the work at the Harwood Avenue Cycling Facilities & Parking Improvements, to Cedar Valley Nursery in the amount of \$4,027.32 (inclusive of all taxes).
4. That Council award the contract for Tree Planting, related to the Harwood Avenue Cycling Facilities & Parking Improvements to Greenbank Garden Centre in the amount of \$3,169.65 (inclusive of all taxes).

### **BACKGROUND:**

One of the many recommendations of the Ajax Pedestrian and Bicycle Master Plan 2010 identified Harwood Avenue, south of Highway 401 as an “Area of Special Treatment”, where a high level of pedestrian and bicycle design effort would be provided. In 2013 the Town completed the Lower Harwood Avenue Study and Street Treatment Design to establish a long term vision for Harwood

Avenue and help guide future capital improvements to the lower section of Harwood Avenue in keeping with the Town of Ajax Official Plan , the Downtown CIP and the Ajax Pedestrian and Bicycle Master Plan 2010. The Study addresses the design features of Harwood Avenue from Highway 401 to Lake Driveway as a primary pedestrian corridor with cycling facilities, high-quality amenities and landscaping. The Study also includes recommendations regarding intersection treatments, pedestrian infrastructure, street furniture, cycling facilities, parking, lighting, signage and related amenities.

The first phase of construction for this project includes the following work (as shown on the attached figures):

- Reducing Harwood Avenue between McRae Road and Lake Driveway from two lanes northbound and southbound to one lane in each direction with the unused lanes converted into on street parking in order to provide additional parking for the users of the waterfront without the need to expand the existing waterfront parking lot. A cycle track would be provided adjacent to the sidewalk in this section to accommodate the cyclists.
- Reducing Harwood Avenue from McRae Road to Westney Road from two lanes northbound and southbound to one lane in each direction with the unused lanes converted into buffered bike lanes.
- Constructing bump outs north and south of McRae Road to facilitate rain gardens. The rain gardens will be naturally landscaped to remove silt and pollution and recharge the groundwater.
- Constructing a raised intersection at Clover Ridge Drive to reduce speed within a school zone.
- Planting tall grass from Lake Driveway to Clover Ridge Drive along the fence line to improve the aesthetic appeal.

## DISCUSSION:

### Contract Award to Blackstone Paving & Construction Ltd.

Request for Tender (RFT) documents were issued to 17 prospective bidders with bids being received back from six of these, prior to the closing on June 21, 2016. 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
Blackstone Paving & Construction Ltd.	\$ 618,934.93	\$ 618,934.93
Serve Construction Ltd.	\$633,642.30	\$633,642.30
Onsite Contracting Inc.	\$661,136.61	\$661,142.47
Dig-Con International Ltd.	\$699,946.97	\$699,946.97
Tri Son Contracting Inc.	\$702,176.35	\$702,176.35
002276084 Ontario Ltd. o/a GMP Contracting	\$714,185.76	\$716,050.26

Contract commencement is July 25, 2016 and completion for this contract is expected by September 30, 2016.

### **Contract Award to Dionne Bacchus & Associates Consulting Engineers Ltd.**

The current Purchasing By-Law allows for purchases through negotiations, under certain conditions, more specifically, “where, at the discretion of the Department Head, in consultation with the Manager of Purchasing, it is deemed to be in the best interest of the municipality to negotiate with vendors.”

It is recommended that the contract administration and inspection services be awarded to Dionne Bacchus & Associates Consulting Engineers Ltd. as a single source contract to ensure that the works are completed in a cost effective and timely manner. Dionne Bacchus & Associates Consulting Engineers Ltd. is best suited for this project as they have significant knowledge of the project because they prepared the detailed design.

Contract commencement is July 12, 2016 and completion for this contract is expected by September 30, 2016.

### **Contract Award to Cedar Valley Nursery and Greenbank Garden Centre**

Eleven mature trees will be removed at the time of construction and the standard formula of 3:1 ratio will be applied for compensation. The trees will be planted in areas throughout the Town that have been identified by Operations and Environmental Services as lost to various conditions such as age, poor structure, disease and insect attacks.

The current Purchasing By-Law allows for purchases through negotiations, under certain conditions, more specifically, “where, at the discretion of the Department Head, in consultation with the Manager of Purchasing, it is deemed to be in the best interest of the municipality to negotiate with vendors.”

It is recommended that the supply and delivery of thirty three trees be awarded to Cedar Valley Nursery as a single source contract.

A GGC report dated December 8, 2014 for the supply and delivery of trees was approved by Council. The competitive contract T14042 was awarded to Cedar Valley Nursery.

It is recommended that the tree planting be awarded to Greenbank Garden Centre as a single source contract.

A GGC report dated October 28, 2014 for tree planting was approved by Council. The competitive contract T14043 was awarded to Greenbank Garden Centre.

Contract commencement is July 25, 2016 and completion for this contract is expected by December 30, 2016.

**FINANCIAL IMPLICATIONS:**

Capital Account No. 975911 – Harwood Avenue Cycling Facilities &amp; Parking Improvements

Approved Capital Budget		\$800,000.00
Current Award		
Blackstone Paving & Construction Ltd. (net of HST rebate)	\$557,370.08	
Contingency (10%)	\$55,700.00	
Dionne Bacchus & Associates Consulting Engineers Ltd. (net of HST rebate)	\$44,774.40	
Contingency (10%)	\$4,500.00	
Cedar Valley Nursery (net of HST rebate)	\$3,626.73	
Greenbank Garden Centre (net of HST rebate)	<u>\$2,854.37</u>	<u>\$668,825.58</u>
Available Budget		<u>\$131,174.42</u>

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.

**COMMUNICATION ISSUES:**

Appropriate signage will be posted on Harwood Avenue and Lake Driveway & Harwood Avenue and Westney Road in advance of construction commencing. Additionally, information regarding the construction project will be posted on the Town's website.

**CONCLUSION:**

It is the recommendation of staff that:

- Blackstone Paving & Construction Ltd. be awarded the contract for Harwood Avenue Cycling Facilities & Parking Improvements, being the lowest bidder meeting minimum specifications,
- Dionne Bacchus & Associates Consulting Engineers Ltd. be awarded the contract for Contract Administration and Inspection, as a single source purchase.
- Cedar Valley Nursery be awarded the contract for the supply and delivery of trees, as a single source purchase, as per contract T14042.
- Greenbank Garden Centre be awarded the contract for installation of trees, as a single source purchase, as per contract T14043.

**ATTACHMENTS:**

ATT-1: 2016 Capital Budget Detail Sheet 975911

ATT-2: Lower Harwood Avenue Street Treatment Design

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Heather Doucette, CTech  
Capital Projects Technologist

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Gary Muller, MCIP, RPP  
Acting Director of Planning and Development Services







**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Planning & Development Services
<b>Section</b>	Engineering Services
<b>Project Name</b>	<b>Harwood-CyclingFac/ParkingImpr</b>
<b>Submitted By</b>	Carol Coleman, Manager of Engineering - Capital Projects
<b>Start Year</b>	2016
<b>Project Number</b>	0975911

**PROJECT DESCRIPTION / JUSTIFICATION**

**Scope:** The proposed work will include reducing the number of motor vehicle lanes at the south end of Harwood Avenue from 4 lanes to 2 lanes. Between Lake Driveway and McCrae Road bump outs and on street parking will be provided with off road, cycle tracks. Between McCrae Road and Westney Road/ Dreyer Drive, buffered on road, bike lanes will be provided. In addition, rain gardens will be reviewed during the design stage to determine feasibility.

**Rationale:** One of the many recommendations of *The Ajax Pedestrian and Bicycle Master Plan 2010* identified Harwood Avenue, south of Highway 401 as an "Area of Special Treatment", where a high level of pedestrian and bicycle design effort would be provided. In 2013 the Town completed the *Lower Harwood Avenue Study* to establish a long term vision for Harwood Avenue and help guide future capital improvements to the lower section of Harwood Avenue in keeping with recent amendments to *The Town of Ajax Official Plan*, the Downtown CIP and the *The Ajax Pedestrian and Bicycle Master Plan 2010*. The Study addresses the design features of Harwood Avenue from Highway 401 to Lake Driveway as a primary pedestrian corridor with cycling facilities, high-quality amenities and landscaping. The Study also includes recommendations regarding intersection treatments, pedestrian infrastructure, street furniture, cycling facilities, parking, lighting, signage and related amenities.

Based on this Study, the first phase is to be implemented from Lake Driveway to Westney Road. This project is being undertaken to enhance the cycling network, to provide traffic calming and to provide additional parking for waterfront users without having to use waterfront lands to expand parking. The funding for the cycling network improvements will be from the Federal Gas Tax Reserve. Traffic calming and parking will be funded by Development Reserve.

**Reference:** 2013 *Lower Harwood Avenue Study* and *Street Treatment Design Recommendation Report*; *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.

**Schedule:** Construction: 2016

**EXPENDITURES / FUNDING**

	2016	2017	2018	2019	2020	Total
<b>Total Expenditures</b>	<b>800,000</b>					<b>800,000</b>
Federal Gas Tax Reserve Fund	680,000					680,000
Development Reserve	120,000					120,000
<b>Total Funding</b>	<b>800,000</b>					<b>800,000</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**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

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***Harwood-Cycling Facilities and Parking Improvements***



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

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

**PREPARED BY:** Catherine Bridgeman  
Manager – Infrastructure and Asset Management

**SUBJECT:** **Hermitage Park Upgrades – Change in Scope**

**WARD(S):** 1

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** Capital Account No. 977211 ~ Hermitage Baseball Upgrades

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### **RECOMMENDATION:**

1. That the report on the scope change for the Hermitage Baseball Upgrades be approved.
2. That Council approve funding of \$60,000.00 to be allocated to Capital Account No. 977211 from the General Infrastructure Reserve.

### **BACKGROUND:**

Hermitage Baseball Park is one of the premium baseball diamonds in Ajax. This diamond is permitted by the Ajax Spartans Minor Baseball Association (ASMBA) every Monday to Thursday evening, as well as a number of weekends.

This facility is approximately twenty five (25) years old, and is in need of various improvements. In recent years, staff have had on-going dialogue with ASMBA, and identified a number of improvements required. During the 2016 Capital Budget and 2017-2020 Long Range Capital Forecast process, improvements to the Hermitage baseball diamond was identified to take place in two phases (2106 and 2019).

In 2015 and 2016, Town staff received significant training with respect to the maintenance of baseball diamond infrastructure. This training was in association with the Town hosting the 2015 Pan-Am Games.

**DISCUSSION:**

Staff have reviewed the two-phased approach currently detailed in the Town's Long Range Capital Forecast and have identified an opportunity to utilize their in-house skills and complete the majority of work in one phase in the Fall of 2016. The following is a comparison of the scope of work, timing and associated costs:

<b>Scope of Work</b>	<b>Existing</b>	<b>Proposed</b>
<b>Bullpens</b>	2016 - \$65,000	2016 - \$10,000
<b>Foul Poles</b>	2016 - \$5,000	2016 - \$4,000
<b>Fencing/Gates/Safety Cover</b>	2019 - \$120,000	2016 - \$85,000
<b>Warning Track</b>	2019 - \$10,000	2016 - \$10,000
<b>Players Benches</b>		2016 - \$7,500
<b>Equipment Rental</b>		2016 - \$2,500
<b>Contingency</b>		2016 - \$11,000
<b>Irrigation System</b>	2019 - \$40,000	2019 - \$40,000
<b>TOTAL</b>	<b>\$240,000</b>	<b>\$170,000</b>
<b>Project Savings</b>		<b>(\$70,000)</b>

The project proposes that Town of Ajax staff will complete the required work (fencing, gates, foul poles to be contracted) in the Fall of 2016. It is estimated that the Town's sportsfield crew will complete the work over a two week period in October.

This change in scope will result in the majority of work being completed in one phase (with the exception of the irrigation system), in a more cost effective manner.

One of the important legacy aspects of the 2015 Pan-Am Games, is the training staff received. As a result, staff now have the ability to complete some of the work previously contracted out.

**FINANCIAL IMPLICATIONS:**

In accordance with the Capital Expenditure Control Policy, a material change in scope, defined as a change that alters the outcome or end result of a project as originally approved by Council as part of the Capital Budget, requires authorization by Council.

The scope change moves substantial works that were to be completed in 2019 to 2016 while saving an overall \$70,000 on the project by utilizing in-house skills.

Additionally funding for 2016 will be required in the amount of \$60,000 to complete the works. The 2019 budget approved for \$170,000 will be reduced to \$40,000.

Funding not to exceed \$60,000 will be allocated from the General Infrastructure Reserve. The

2017 Capital Budget/2018-2021 Long Range Capital Forecast will reflect the reduction in the 2019 works.

**COMMUNICATION ISSUES:**

Staff anticipate this work will proceed in the fall of 2016 after the baseball season has concluded.

**CONCLUSION:**

This report has been prepared in accordance with the Town's Capital Expenditure Control Policy detailing a material change in scope and funding for capital account 977211 Hermitage Baseball Upgrades requiring Council's approval.

**ATTACHMENTS:**

ATT-1: Capital Detail Sheet - Hermitage Baseball Upgrades

ATT-2: Capital Detail Sheet – Hermitage Baseball Upgrades - 2019

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Catherine Bridgeman  
Manager, Infrastructure and Asset Management

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Dave Meredith  
Director, Operations and Environmental Services

**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Env. Services
<b>Project Name</b>	<b>Hermitage Baseball Upgrades</b>
<b>Submitted By</b>	Catherine Bridgeman, Manager of Infrastructure & Capital Projects
<b>Start Year</b>	2016
<b>Project Number</b>	0977211

**PROJECT DESCRIPTION / JUSTIFICATION**

Hermitage Baseball Park is one of the premium baseball diamonds in Ajax. This park is permitted approximately 100 times per year and is home to the Ajax Spartans Minor Baseball League and various adult baseball user groups. Staff have met with representatives from these groups to review the ongoing infrastructure requirements for the sportsfield.

The sportsfield is in need of an upgrade that will improve the quality of play and extend the playing season. Staff are recommending the following work be carried out;

Bullpens down each foul line	65,000
New foul poles	5,000
<b>Total</b>	<b>\$70,000</b>

The Recreation, Parks and Culture Master Plan (2008) speaks to the improvement and maintenance of our sportfields: *"The Town, therefore, should focus on improving and maintaining a high quality level for play at existing high quality diamonds".*

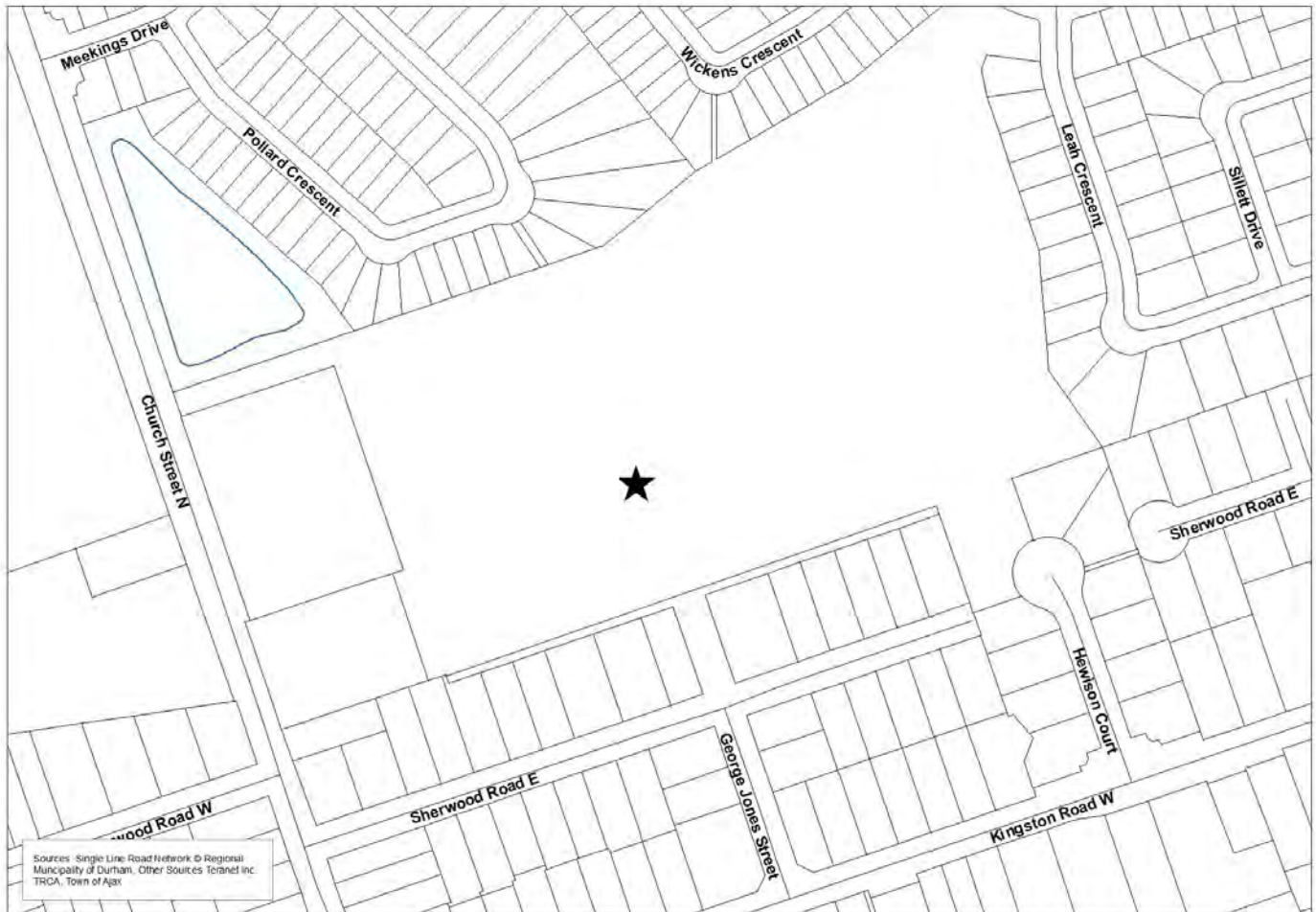
**EXPENDITURES / FUNDING**

	2016	2017	2018	2019	2020	Total
<b>Total Expenditures</b>	<b>70,000</b>					<b>70,000</b>
General Infrastructure Maintenance	<b>70,000</b>					<b>70,000</b>
<b>Total Funding</b>	<b>70,000</b>					<b>70,000</b>

**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

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***Hermitage Baseball Upgrades***



**TOWN OF AJAX**  
**2016 CAPITAL BUDGET / 2017-2020 LONG RANGE CAPITAL FORECAST**  
**DETAIL SHEET**

<b>Department</b>	Operations & Environmental Services
<b>Section</b>	Env. Services
<b>Project Name</b>	<b>Hermitage Baseball Upgrades - 2019</b>
<b>Submitted By</b>	Catherine Bridgeman, Manager of Infrastructure & Capital Projects
<b>Start Year</b>	2019
<b>Project Number</b>	ENV001

**PROJECT DESCRIPTION / JUSTIFICATION**

Hermitage Baseball Park is one of the premium baseball diamonds in Ajax. This park is permitted approximately 100 times per year and is home to the Ajax Spartans Minor Baseball League and various adult baseball user groups. Staff have met with representatives from these groups to review the ongoing infrastructure requirements for the sportsfield.

The sportsfield is in need of an upgrade that will improve the quality of play and extend the playing season. Staff are recommending the following work be carried out;

Fencing repairs	\$ 120,000
Warning track remediation	10,000
New irrigation system	40,000
<b>Total</b>	<b>\$170,000</b>

The Recreation, Parks and Culture Master Plan (2008) speaks to the improvement and maintenance of our sportfields: *"The Town, therefore, should focus on improving and maintaining a high quality level for play at existing high quality diamonds"*.

**EXPENDITURES / FUNDING**

	2016	2017	2018	2019	2020	Total
<b>Total Expenditures</b>				170,000		170,000
General Infrastructure Maintenance				170,000		170,000
<b>Total Funding</b>				170,000		170,000

## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Gary Muller, MCIP, RPP  
Acting Director of Planning and Development Services

**PREPARED BY:** Stephen Ruddy, P. Eng.  
Stormwater Engineer

**SUBJECT:** **Stormwater Management Sustainability Strategy**

**WARD(S):** All

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** Town of Ajax Official Plan, Sec. 2.5.5.4;  
Community Action Plan 2015 to 2018, Sec. 7.3  
Proposed Growth Plan for the Greater Golden Horseshoe, 2016  
GGC Report July 11, 2016; Future Tax Increases

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### **RECOMMENDATION:**

**That Council endorse staff's recommendation to introduce a stormwater management fee at an annual rate of \$40.00 per residential property effective in 2017.**

### **BACKGROUND:**

The Town of Ajax Official Plan states that the Town shall prepare and implement a Stormwater Management Strategy to guide the design, maintenance and upgrading of such infrastructure to optimize its environmental performance, reduce flood risk, and to achieve the Town's environmental goals throughout the municipality.

The 2015 to 2018 Community Action Plan identifies a strategic objective of implementing innovative approaches to manage stormwater runoff by being a Leader in Environmental Sustainability. This objective identifies the need to develop a stormwater sustainability plan that will provide long term funding and implementation for stormwater management infrastructure.

The Town's stormwater management system, a valuable infrastructure asset, consists of storm sewers, catchbasins, inlets and outlets, bridges and culverts, watercourses and stormwater management (SWM) facilities. Management of these assets includes the design and construction of capital projects such as SWM facility maintenance and rehabilitation, environmental compliance, emergency response and clean-up, street sweeping, community outreach and the enforcement of by-laws. Examples of SWM facilities include ponds, wetlands, bioswales and rain gardens.

There are currently 58 SWM facilities operating within the Town of Ajax; of which 34 are owned by the Town, 14 will be assumed by the Town in the near future and a further 10 are privately owned.



## **DISCUSSION:**

### **Current Capital Projects**

Studies have been conducted for eight (8) of the thirty-four (34) Town-owned stormwater management facilities to determine their operational state. The studies concluded that these facilities required rehabilitation and repair in order to function at their designed treatment capacity. Specifically, the ponds studied are either full of sediment, choked with vegetation, have broken outlet control structures or all of the above. The studies recommended strategies and cost estimates to rehabilitate these SWM facilities. The cost of rehabilitating a pond varies and is based on age, size, contributing drainage areas, sediment quality and other factors. Generally, each rehabilitation can cost between \$100,000 and \$400,000. Neglecting the rehabilitation and repair of the Town's SWM ponds results in deteriorated water quality and increased pollutant loading and erosion with the creeks and other watercourses in Ajax.

Using the cost estimates, these SWM pond rehabilitation projects have been added to the 2016 Capital Budget / 2017-2020 Long Range Capital Forecast, which provides for one (1) pond rehabilitation per year. To provide a sustainable level of stormwater management maintenance, an estimated 2 to 3 SWM facilities would require minor repairs and 3 to 4 SWM facilities would need to be cleaned out annually. The operational state of the remaining Town-owned SWM facilities, which have not been studied, needs to be determined to help guide future pond rehabilitations.

The annualized capital cost of maintaining the Town's SWM facilities is estimated between \$500,000 and \$1,600,000 which assumes a cleanout frequency of 10 years, as recommended by the Ministry of the Environment and Climate Change (MOECC). The Town has a responsibility to identify the full life cycle costs associated with its stormwater infrastructure and develop appropriate and sustainable funding for it. All of the Town's SWM facilities need to be studied in order to determine their operational state and to estimate future maintenance costs that they will require.

### **Future Capital Projects**

The Town commissioned the South Ajax Retrofit EA in 2011. This EA looked at some areas of the Town which require improvements to treatment for stormwater runoff. The EA recommended preferred solutions for certain high priority areas. The estimated expenditures associated with the implementation of the preferred solutions from the South Ajax SWM Retrofit EA totaled \$10,365,000. These solutions may be implemented over time. Allowances for future studies and environmental assessments will need to be included as well, as they will serve to guide future improvements to the Town's SWM system. Attachment A shows the levels of SWM treatment that is being provided throughout the Town.

Implementation of all future studies and associated capital projects stemming from the recommendations and preferred solutions will include a series of long-term capital projects, each with a one-time cost and on-going maintenance costs.

There will always be a need to invest in new infrastructure and reinvest in the operation, maintenance, planning, monitoring and management of Ajax's stormwater system as an ongoing capital program. SWM systems become inefficient or inadequate due to age, climate change, urban growth, outdated technology, changing regulatory requirements and evolving design standards.

The following table summarizes the SWM facility projects in the approved capital budget.

**Table 1: Approved Capital Stormwater Projects\***

<b>SWM Pond Rehabilitations &amp; Repairs</b>	<b>Year</b>	<b>Capital Budget</b>	<b>Funding Source</b>
<b>Completed</b>			
Annie Pond	2015	\$350,000	General Infrastructure
<b>Future</b>			
Devonside Pond	2016	\$110,000	General Infrastructure
Fishlock & Heritage Market Pond	2018	\$115,000	General Infrastructure
Hermitage Pond	2018	\$75,000	General Infrastructure
Steele Valley Pond	2019	\$225,000	General Infrastructure
Pickering Plains Pond	2020	\$175,000	General Infrastructure
<b>Other Stormwater Management Capital Works</b>	<b>Year</b>	<b>Capital Budget</b>	<b>Funding Source</b>
<b>Completed</b>			
Lake Driveway Rain Gardens Ph1	2013/2014	\$430,000	Federal Gas Tax Reserve Fund
SWM Pond Condition Assessment	2013/2014	\$50,000	General Infrastructure
<b>Future</b>			
Storm Sewer on Salem Road	2015/2017	\$650,000	Development Charges/ Recoveries External
SWM Pond Condition Assessment	2017	\$50,000	General Infrastructure
Lake Driveway Rain Ph 2 Gardens	2018/2019	\$450,000	Federal Gas Tax Reserve Fund

\*The current stormwater capital program falls short of the needs. Condition assessments need to be completed on all Town ponds, but based on what has been done to date, 3 to 4 pond rehabilitations should be completed annually, versus the current level of 1 per year. With the implementation of a stormwater management fee, the current limited capital funding for the pond rehabilitations would be available for other projects.

## Operating Budget

In addition to SWM facilities, the Town's stormwater catchment area includes:

- 400+ km of storm sewers
- 13,000+ catch basins and manholes
- 70+ headwalls
- 8 oil/grit separators
- 63 km of ditches
- 79 km of watercourses

The estimated value of all stormwater infrastructure is \$280 million. At present, the Town budgets \$572,000 for maintenance of the catchment areas, but there is no operational budget for SWM facility cleanout and maintenance. Table 2 summarizes these ongoing, current budgets:

**Table 2: Current Operating Accounts for Stormwater Management**

Operating Accounts for Stormwater	2016 Budget
Storm sewer flushing & repairs	\$87,000
Catchbasin cleanout & repairs	\$155,000
Street sweeping	\$330,000
<b>Total</b>	<b>\$572,000</b>

Each SWM facility was designed and constructed with the approval of the Ministry of the Environment and Climate Change (MOECC) and issued an Environmental Compliance Approval (ECA). The ECAs impose conditions specifying that the owner and operator of the SWM facility is responsible for on-going maintenance to ensure the facility operates as designed. See excerpt from an ECA below:

*6. The Owner (the Town of Ajax) shall ensure at all times, the works and related equipment and appurtenances which are installed or used to achieve compliances with this certificate are properly operated and maintained, as a minimum, meet with the maintenance and operation requirements contained in the development agreement between the municipality and the Owner (Town of Ajax).*

Operational and maintenance activities such as, storm sewer cleaning, street sweeping and catchbasin cleaning can help achieve compliance with the conditions of the ECAs as well as extend the cleanout frequency of SWM ponds. However, SWM pond cleanout is an ongoing maintenance activity that is required for the facility to operate as required.

## Funding Options

The Town is committed to improving the water quality of the near shore of Lake Ontario and its creeks draining to the Lake. This commitment needs to be supported by a long-term, sustainable operational and maintenance program with a reliable funding source for operational maintenance and capital SWM projects aimed at improving the treatment of stormwater runoff.

Generating the necessary funding is a substantial challenge not only for Ajax but for other municipalities as well. Despite ongoing changes to regulations and a recognition of the impacts of climate change by all levels of government, no criteria nor any application process for new federal and provincial funding are available to assist municipalities to meet these SWM investment needs. Implementation of capital SWM programs is dependent upon available funds. Limited public funds compel municipalities to make tougher decisions about competing funding priorities including vital public capital infrastructure projects. The Town continues to apply and be diligent through grant opportunities, when they are available, but this is not a sustainable source of funding.

Presently, municipalities can use several funding sources:

- Property taxes which are imposed levies paid through land ownership
- User fees and special charges which offset a specific service or equipment or infrastructure and payable by the user
- Development Charges
- Public private partnerships, federal and or provincial grants, debentures and long term debt financing
- Combination of some of the above

Securing funding through grant programs is very difficult because they are very competitive, require shovel-ready projects and often require the municipality to match any funding provided. The availability of grants is limited and not a sustainable funding source. The Town will always endeavour to take advantage of federal and provincial grants that are made available. The Capital Contingency Reserve specifically provides ready funding for matching any grants applied for. Under the Financial Sustainability Plan, debentures are not permitted to be used to fund stormwater maintenance.

A review of other municipal strategies shows that a stormwater utility fee charged per property is a common approach used in generating a funding source for stormwater maintenance. Fees may differ based on land use; i.e. residential, commercial, industrial, institutional, etc., and some municipalities have explored rebates, namely for places of worship or properties with enhanced on-site SWM practices. A summary of the utility fees implemented by some municipalities in Ontario is also attached to this report.

Approaches taken by municipalities have ranged from simple to complex. Kitchener, Waterloo and Mississauga have structured fees based on rooftop area and land use types. Richmond Hill and Markham apply a simpler utility fee system based solely on residential or non-residential/multi-residential uses. The resources required to develop and manage a utility fee vary based on the level of complexity. For example, Kitchener has 16 different stormwater utility fees based on land use. To develop a system similar to this would require a significant GIS exercise to analyze lot coverage of each property in Ajax. A system similar to Richmond Hill's and Markham's, which utilize a flat fee could be implemented more efficiently.

The current funding approach does not provide a dedicated or sustainable funding source to maintain the SWM facility infrastructure to the level required per the ECAs issued by the MOECC.

## Fee Comparison

Staff have undertaken a review of stormwater fees of neighbouring municipalities, many of which have implemented, or are in the process of implementing, a dedicated stormwater funding source. Each municipality followed a process of determining its infrastructure and funding needs, and then, chose a funding model appropriate to its specific circumstances.

The approaches used by some of the municipalities with existing and proposed SWM utility fees was applied to the Ajax context to compare how these various approaches would function. Table 3 illustrates the costs for typical properties in the Town and the total sum collected by the Town under each scenario. The total fees calculated was determined by applying the SWM fee structure of other municipalities to the properties within Ajax. Refer to the attachments for detailed breakdowns of each municipality's fee structure.

**Table 3: Municipal Annual Stormwater Fee Comparison**

Municipality	Markham	Richmond Hill	London	Vaughan	Waterloo	Kitchener	Mississauga
<b>Residential (single)</b>	\$ 47.00	\$ 47.44	\$ 130.44 – \$+173.88	\$ 44.12	\$ 67.32 – \$ 223.32	\$ 82.32 – \$ 274.68	\$ 70.00 – \$170.00
<b>Non-Residential</b>	Calculated based on assessed value	\$ 138.72	Calculated based on area if >0.4 ha	N/A	\$ 259.56 – \$ 9,893.88	\$ 262.68 – \$ 27,951.72	Calculated based on impervious area
<b>Total Fees Calculated comparison is based on the properties within Ajax and utilizing the stormwater fee structure from each of the above noted municipalities based on information gathered at the time of this report.</b>							
<b>Total Fees Calculated</b>	<b>\$+1.64 M</b>	<b>\$~1.66 M</b>	<b>\$~8.33 M</b>	<b>\$~1.54 M</b>	<b>\$~4.70 M</b>	<b>\$~5.61 M</b>	<b>\$~3.14 M</b>

The fee structures used by other municipalities vary and, in most cases, were developed with outside consultation, with costs ranging from \$150,000 to over \$500,000. Staff have completed this analysis in-house and compared many fee calculation scenarios to arrive at a made in Ajax solution. The following options are among the most common approaches taken by other municipalities with regard to stormwater fees:

### Option 1: Do Nothing

The “do nothing” or status quo approach will result in continued aging and decline of the Town’s stormwater management infrastructure and contribute to deterioration of water quality in the watercourses and the near shore of Lake Ontario.

**Option 2: Flat Rate Stormwater Fee – Preferred Option**

Under this option, each residential property would be charged the same amount. This approach requires the least amount of resources to implement and administer. The fee would provide a steady and reliable source of funding for stormwater maintenance.

After an extensive review of fee collection methods, Town staff have concluded that this is the preferred option.

**Option 3: Stormwater Fee based on Current Value Assessment**

This approach is based on existing Current Value Assessment (CVA) of each individual property. A stormwater service rate would be applied to the CVA and be implemented through property tax billing. This methodology requires in-depth analysis of the range of CVAs for all properties within the Town in order to develop an appropriate rate. It is anticipated that external financial consulting services would be required to implement this option.

**Option 4: Lot Area Stormwater Fee**

This option is based on the lot area and zoning category of a property with a stormwater service fee applied to the lot area to establish a site specific fee. The larger the property, the higher the fee would be. More resources would be required to implement the lot area stormwater fee than a flat fee. It is anticipated that external GIS services and financial consulting services would be required to implement this option.

**Option 5: Lot Coverage Stormwater Fee**

This option is based on the percentage of impervious cover and zoning category of a property with a stormwater service fee applied to establish a site specific fee. This fee strategy takes the lot area fee approach to the next level of accuracy. It is based on the impervious coverage (roof, pavement, brick, etc.) of each individual lot. This option is considered the most difficult to develop and implement as significant external GIS services and financial consulting services would be required. Annual GIS consulting support services would also be required to maintain and keep the database up to date as well as additional staff to manage the annual updates and inspections.

**Option 6: Stormwater Runoff Fee**

This option is based on the zoning category of a property with a stormwater service fee applied to that category. Each zoning category would have a distinct fee which would be based on typical site characteristics of properties within it. Determining the stormwater fee for each zoning category would require additional analysis, similar to Option 3 and is more complex than Option 2 due to the number of zoning categories. The maintenance of this option would require additional staff to implement.

**Credit Program**

A credit program could be included with any fee option and provides monetary incentives to property owners to implement SWM measures on their property. Depending on the credit program implemented, the Town could award credits from 10% to 50% of the SWM fee. Credit applications could be renewed on an annual basis. The credit amount for individual property owners would be determined by the Town on a case-by-case basis. Through a preliminary review of the credit program offered by Waterloo, it was determined that, a maximum of 45% credit is offered to properties based on varying criteria, such as roof leader disconnection and rainwater harvesting. In 2015, Waterloo received over 1600 credit incentive applications. A large percentage of these

applications are approved without any sort of site review or inspection. The City of Waterloo has a population of 130,000 people and the Town could expect a similar volume of applications. The review, issuance and inspection of a credit program would require one to two additional staff dedicated to this task.

The effort and cost required to implement a credit program would draw productivity away from the operational and maintenance activities required in support of the SWM infrastructure within the Town. Town staff are not recommending a credit program.

### **FINANCIAL IMPLICATIONS:**

The proposed fee is envisioned to fund the maintenance and rehabilitation of the Town's Stormwater Management Facilities and SWM retrofits, studies & monitoring projects similar to the SWM ponds conditions assessments and Annie Pond Rehabilitation. It is not the intent to develop a growing reserve with the fee.

The implementation of an annual stormwater fee will provide the necessary funding for capital works. The proposed fee does not impact the current operating budget or the plan to reduce future tax rate increases. There are no budget items currently in the operating budget that will change if the storm water management sustainability strategy is adopted.

The methodology of a flat fee scenario requires the least amount of resources to implement and maximizes the productivity of the fees collected. It also produces a reliable funding source that can be easily projected for future years. The following table summarizes the fee recommendation from this report:

**Table 4: Recommended Stormwater Management Fee**

No. of Residential Properties (Approximate)	Annual Fee	Total Fees Collected Annually
34,900	\$40.00	\$1.40 M

This annual budget will fund 3-4 pond rehabilitation projects and 2-3 pond repairs annually. Future projects aimed at improving stormwater runoff throughout the Town will also be explored and funded as budgeting permits. The fee will be re-examined in 2020 to consider any necessary changes including non-residential properties and to evaluate the effectiveness of the fee and consider increases or decreases to it.

### **COMMUNICATION ISSUES:**

The Town has already been actively promoting improved water quality and stormwater management awareness through educational outreach events such as Water Week, the Shoreline Cleanup, Yellow Fish program, stormwater awareness brochures and stormwater outreach programs. This will continue into the future. A communication strategy will be developed with corporate communications to support implementation of the program.

**CONCLUSION:**

A sustained investment in the Town's stormwater management infrastructure will improve water quality. The Town of Ajax has a proven track record of working to improve water quality in the Town's creeks and near shore Lake Ontario.

SWM facilities have been installed as part of new development and will continue to be installed with future development. Assumption of these assets results in the Town's responsibility for operation, maintenance and rehabilitation. The Town needs to take responsible steps towards funding the operation, maintenance, design, monitoring, inspections of SWM facilities and future retrofits and infrastructure renewal costs.

The recommended fee is lower compared to the fees that have been introduced in other municipalities and is in keeping with Provincial Policy in the latest Proposed Growth Policy for the Greater Golden Horseshoe.

The existing stormwater management program should be improved to resolve the Town's current funding pressures, Ministry of Environment and Climate Change guidelines and provide the community with an appropriate level of service. Over time, further steps toward a sustainable service level should be taken.

**NEXT STEPS:**

Staff need to develop a communication strategy to inform the public on the Town's stormwater sustainability plan and then return to council in September with Stormwater Utility Fee as part of the user fee by-law. The actual implementation method of the fee will have to be discussed and coordinated with Finance for 2017.

**ATTACHMENTS:**

ATT-A: Stormwater Treatment Levels Within Town of Ajax  
ATT-B: City of Kitchener Stormwater Utility Fee  
ATT-C: Town of Richmond Hill Stormwater Utility Fee  
ATT-D: City of Waterloo Stormwater Utility Fee  
ATT-E: City of Mississauga Stormwater Utility Fee  
ATT-F: City of London Stormwater Utility Fee  
ATT-G: City of Markham Stormwater Utility Fee  
ATT-H: City of Vaughan Stormwater Utility Fee

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Stephen Ruddy, P. Eng. – Stormwater Engineer – Engineering Services

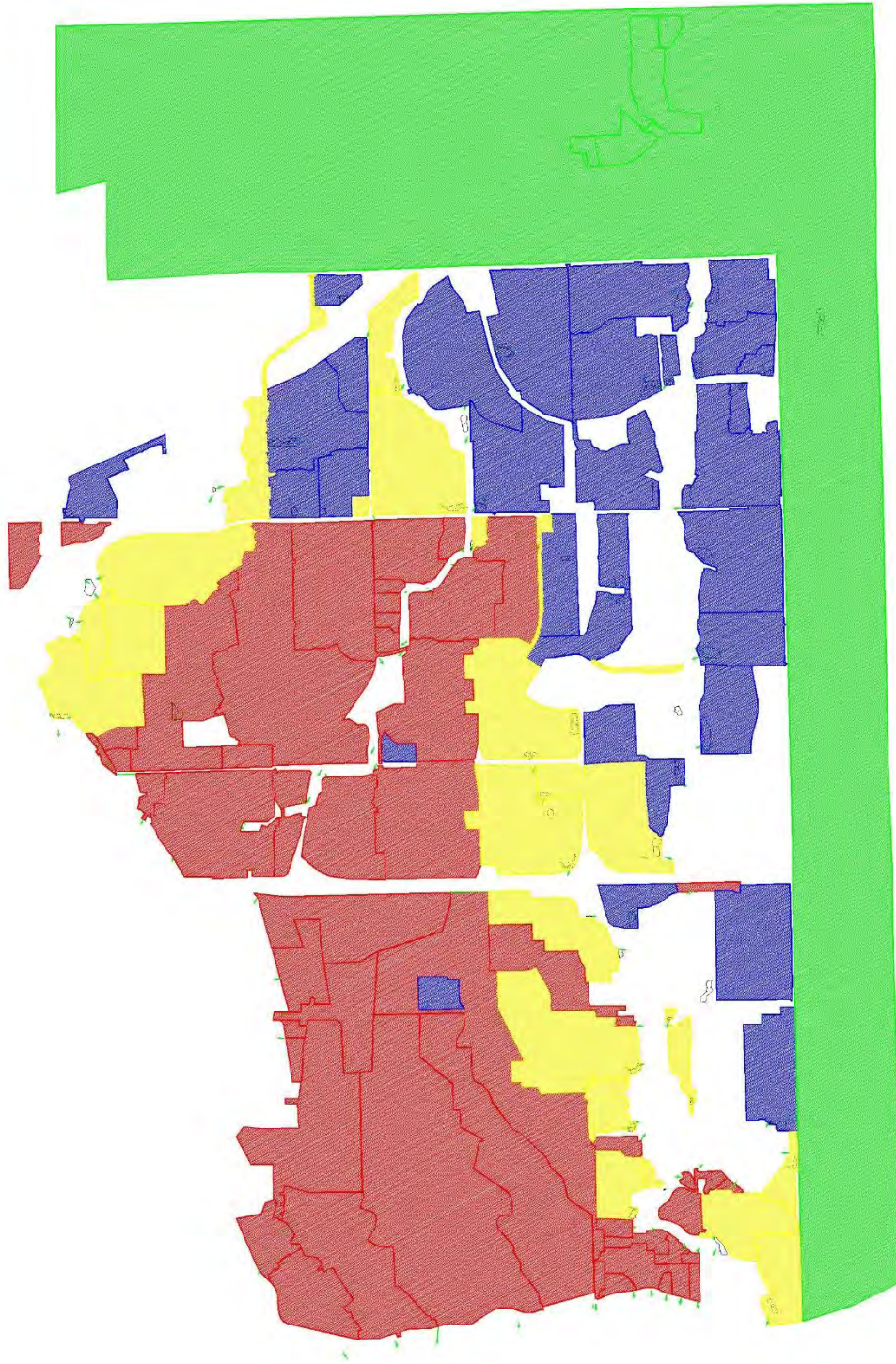
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Gary Muller, MCIP, RPP - Acting Director of Planning and Development Services



### Stormwater Treatment Levels within Town of Ajax

- Green – greenbelt
- Blue – up-to-date SWM treatment provided
- Yellow – out-of-date SWM treatment provided
- Red – no SWM treatment provided



<b>City of Kitchener Stormwater Utility Fee</b>		
<b>Stormwater Classification Code</b>	<b>Basis for Charge</b>	<b>2016 Annual Charge</b>
Residential Single Detached Small	Detached homes with building footprint* size of 105 m <sup>2</sup> or less	\$82.32
Residential Single Detached Medium	Detached homes with building footprint* between 106-236 m <sup>2</sup>	\$137.28
Residential Single Detached Large	Detached homes with building footprint* size of 237 m <sup>2</sup> or more	\$180.48
Residential Townhouse/Semi-Detached	Per dwelling unit	\$98.04
Residential Condominium	Per dwelling unit	\$54.72
Multi-Residential duplex	Per building	\$109.92
Multi-Residential triplex	Per building	\$165.00
Multi-Residential four-plex	Per building	\$219.60
Multi-Residential five-plex	Per building	\$274.68
Multi-Residential (>5 units)	Per property (according to number of dwelling units)	\$27.48
Non-Residential Smallest	26 - 1,051 m <sup>2</sup> of impervious area	\$262.68
Non-Residential Small	1,052 - 1,640 m <sup>2</sup> of impervious area	\$702.36
Non-Residential Medium-Low	1,641 - 7,676 m <sup>2</sup> of impervious area	\$1,842.72
Non-Residential Medium-High	7,677 - 16,324 m <sup>2</sup> of impervious area	\$5,372.16
Non-Residential Large	16,325 - 39,034 m <sup>2</sup> of impervious area	\$13,020.36
Non-Residential Largest	39,035 m <sup>2</sup> or greater of impervious area	\$27,951.72

Fees up-to-date at time of this report

<b>Town of Richmond Hill Stormwater Utility Fee</b>			
Year	Annual charge		
	Residential	Non-residential, multi-residential and condominium	Institutional, Places of Worship
2013	\$47.62	\$138.36	exempt
2014	\$72.81	\$215.41	exempt
2024	\$261.09	\$872.69	exempt

Fees up-to-date at time of this report

<b>City of Waterloo Stormwater Utility Fee</b>	
<b>Account descriptions</b>	<b>Annual fee in 2016</b>
<b>Residential</b>	
Small	\$67.32
Medium	\$101.16
Large	\$223.32
<b>Multi-residential</b>	
Small	\$193.56
Medium	\$818.88
Large	\$4,363.32
<b>Institutional</b>	
Small	\$313.68
Medium	\$847.68
Large	\$1,735.92
<b>Commercial and industrial</b>	
Small	\$259.56
Medium	\$1,212.12
Large	\$3,906.12
Largest	\$9,893.88

Fees up-to-date at time of this report

<b>City of Mississauga Stormwater Utility Fee</b>		
<b>Property Size and Type</b>	<b>Rooftop Area (m<sup>2</sup>)</b>	<b>Estimated Annual Fee</b>
<b>Residential</b>		
Freehold townhomes and row houses	26.7-99.0	\$50.00
Semi-detached homes, linked homes and small single detached homes	99.1-151.0	\$70.00
Medium single detached homes	151.1-194.0	\$100.00
Large single detached homes	194.1-242.0	\$120.00
Very large single detached homes	242.1 and above	\$170.00
<b>Multi-Residential and Non-Residential</b>	Hard surface area divided by 267 multiplied by	\$100.00

Fees up-to-date at time of this report

City of London Stormwater Utility Fee		
Property Size and Type	Annual Stormwater Fee	Annual Stormwater Fee per Hectare
Land area 0.4 hectares or less	\$173.88	n/a
Residential land area 0.4 or less without a stormdrain within 90m	\$130.44	n/a
Land area above 0.4 hectares	n/a	\$1,446.84

Fees up-to-date at time of this report

<b>City of Markham Stormwater Utility Fee</b>		
Year	Annual Fee	
	Residential	Non-residential
2015	\$47.00	\$0.00
2016	\$47.00	\$29.00 per \$100,000 current value assessment (CVA)

Fees up-to-date at time of this report

City of Vaughan Stormwater Utility Fee		
Property Type	Yearly 2017 Fee	Yearly 2026 Fee
Residential (Low Density) – per unit	\$44.12	\$67.92

Fees up-to-date at time of this report



## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Rob Ford  
Chief Administrative Officer

**PREPARED BY:** Tracey Vaughan-Barrett  
Director, Recreation & Culture

Cayla S. Da Silva  
Community Development Coordinator

**SUBJECT:** **IMPACT Ajax Community Support Program Revisions**

**WARD(S):** All

**DATE OF MEETING:** Monday, July 11, 2016

**REFERENCE:** General Government Committee Report, "IMPACT Ajax  
Community Conversation Series" – October 8, 2015

General Government Committee Report, "IMPACT Ajax  
Community Conversation Series Update" – March 21, 2016

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### **RECOMMENDATION:**

1. That Council receive the report entitled "IMPACT Ajax Community Support Program Revisions" dated July 11, 2016 for information; and,
2. That Council approve the recommended revisions to the IMPACT Ajax Community Support Program.

### **BACKGROUND:**

On October 8, 2015, Council endorsed staff to undertake the IMPACT Ajax Community Conversation Series aimed to CONNECT, SUPPORT and INNOVATE Ajax serving not-for-profit community organizations, groups and service providers. On March 21, 2016, staff provided an update to Council on the consultations, noting that community organizations continued to request that the Town take a primary leadership role in providing support to assist in the development and sustainability of their organization's administration, operation, programs, services and events. They identified four common main challenges: funding, volunteers, facility space, and marketing and promotion.

Within these challenges, community organizations identified that the municipality could provide support in the form of: direct funding (i.e. via seed grants to build traction to access and apply to larger funders), fee waivers or discounts (i.e. facility/room/park fee waivers or discounts, special

event permit fee waiver, picnic tables, portable washroom/hand wash stations, and sun shelters), staff liaison support, capacity-building workshops, and volunteers. Organizations also responded that they would prefer an online format to access support, similar to other granting agencies, and noted that a streamlined approach to access was paramount. Specifically, organizations felt that the Town's current system was challenging in terms of determining which supports existed, who and how to ask, and when it would be appropriate to ask the Town for support. In summary, organizations encouraged a cohesive, streamlined, transparent, equitable, and fair process to govern the Town's corporate support system.

## DISCUSSION:

In an effort to address the consultation's findings and recommendations as well as to enhance the Town's collective collaboration through increased communication, an IMPACT Ajax Corporate Working Committee was struck, with a mandate to evaluate the Town's current corporate support practices cross-departmentally and create a unified, equitable and accessible solution for the community. To examine the current processes and supports provided to the community, the committee, comprised of representation from the Office of the CAO, Recreation & Culture, Legislative & Information Services, Planning & Development, Operations & Environmental Services, and Finance, completed a comprehensive corporate scan.

### Corporate Scan

The corporate scan involved analytical departmental reviews of all annual community giving (i.e. allocated budget lines to specific organizations for various initiatives, fee waivers, organizational assistance) and revealed that the Town annually provides substantial financial and staff resources to community organizations serving Ajax residents, however, there is no current unified process that governs how and why the Town gives, from department to department. The supports identified as being currently provided to the community included: direct funding, sponsorship, room/park permit fee waivers, special event permit fee waivers, equipment waivers (i.e. picnic tables, portable washrooms/hand wash stations, sun shelters), swag/giveaways, busing, swim/skate passes, and volunteers. In addition to these items, it was noted that staff also sit on many organizations' committees to assist in board development, grant writing, marketing/promotion, membership development, event planning, volunteer engagement, and other identified areas of need.

A critical examination was employed to define how each department presently receives, approves, implements, and reports on each type of identified support.

<b>Current Community Support Process</b>	
<i>Receiving</i>	The committee found that requests from the public/organizations come in through multiple platforms (i.e. email requests, day of event requests, annual asks for funding, letters of agreement, and previous agreements as per the discretion of the leading body). IMPACT Ajax and the CAO's Office were the only support streams that had annual application intake dates.
<i>Approval</i>	In most cases, with the exception of IMPACT Ajax and the CAO's Office sponsorship program, there were no specific criteria by which to approve or decline each request, but rather, the mandate had been to utilize discretion when it came to requests for support. In effect, there were no guidelines, eligibility, timelines, or tools to use when organizations or residents requested supports, and in many instances, support was provided based on historical precedence.

	Thus, the Town was left to create individualized guidelines on how, what, and when they chose to approve requests, putting the Town in a position that could be seen as providing preferential treatment to a particular organization.
<i>Reporting</i>	With the exception of IMPACT Ajax and some internal mechanisms utilized to track specific giving (i.e. swim/skate passes, room rentals), there were no other formalized reporting mechanisms to determine the success or measure the effect of the Town's support for the organization receiving it or for the community at large. Given that no comprehensive reporting structure was in place cross-departmentally, staff have been unable to provide Council with accurate annual corporate giving reports to highlight their investments in Ajax.

Following this review, the committee established that the current system of access for residents and organizations was fragmented and thus the Town required a more formalized, single point of access.

### **IMPACT Ajax Community Support Program**

The objectives of the Corporate Working Committee included the following:

- create an accessible and transparent process for community supports;
- provide education and awareness of available supports;
- balance the interests of taxpayers by maintaining revenue generation in facilities while also providing waivers for community organizations to grow and succeed;
- develop criteria to approve the granting of supports to the community, thus removing any discretion and any other arbitrary form of approval.

The IMPACT Ajax program opened 4 years ago as the Town's funding stream for new and innovative programs and services and has continued to grow exponentially in popularity. Collectively, given the wide-spread success of the program, the committee elected to move the majority of corporate giving supports under this umbrella. The committee has designated this program as the standard for how all residents and community organizations will access corporate supports, which will mean that all requests for direct funding, fee waivers, and swag/give away's will go through one process. As of 2017, with the exception of a handful of exempted organizations (i.e. police services, hospitals, BIA's, Legion, Town-led or sought after service delivery programs/workshops/events), the playing field will be leveled and all community organizations will apply through the IMPACT Ajax program for support.

### **Software**

To increase access to the IMPACT Ajax program and make it easier for organizations and residents to apply and see all active support opportunities in one place, the Town will be exploring a user-facing software solution. This solution will afford applicants the ability to track their status, monitor their progress in successful projects, create a streamlined communication system, and will additionally help the Town preserve all data associated with projects, history of the applicants, and will mitigate risk of missing important deadline notifications for each project.

To highlight how this process will establish fair process and approach, the items below capture how the new Town-wide process will address the request to streamline and make all decisions fair and equitable, as well as address the needs of the community as evidenced in the IMPACT Ajax Community Conversation Series.

<b>New &amp; Improved IMPACT Ajax Community Support Process</b>	
<b>Receiving</b>	All community organizations and residents will apply during intake. Historically, IMPACT Ajax has had only one call for applications per year, however, with the expansion of this program, it will now offer two intake periods for major requests (i.e. direct funding and fee waivers). Starting in the fall of 2016, one intake will occur in September/October for projects taking place from January to June of the next year, and one intake will occur in January for projects taking place from July to December of that same year. This cycle will continue annually. The program will also offer rolling applications for minor requests (i.e. fee waivers for meeting rooms, AGM's, swag, swim/skate passes). Each area of support will have clear guidelines, eligibility criteria, terms and conditions, and timelines available to all users and must meet the objectives and priorities of IMPACT Ajax (i.e. meets the goals and objectives outlined in various Town guiding documents such as the Community Action Plan, Diversity & Community Engagement Plan, Integrated Community Arts and Culture Plan, Community Safety Strategy, and Strong Neighbourhood Strategy).
<b>Approval</b>	All major requests will come through the IMPACT Ajax Corporate Review Committee. This committee currently reviews all annual applications for funding and is comprised of representatives from each department of the Town. The committee utilizes objective scoring criteria for each application processed. All minor requests, based on eligibility and criteria, will go through designated staff assignments and will be provided based on availability of resources.
<b>Reporting</b>	All IMPACT Ajax recipients currently provide detailed final reports on the outcomes of their projects. Although the type/length of report will vary based on the support, all recipients for both major and minor requests, will be required to provide a report on how the funding, space, swag, etc., were used to advance the Town's corporate priorities.

The Intake Streams will be as follows (ATT – 1):

<b>Neighbourhoods – Gatherings &amp; Events Stream</b>	<p>Annual application for direct funding up to \$1,000 for a new Indoor/Outdoor Neighbourhood Gathering or Event, plus</p> <p><b>Supports available:</b></p> <ul style="list-style-type: none"> <li>• Special Event Permit Fee Waiver</li> <li>• Facility Room Rental/Park Permit Fee Waiver (up to 4 hours)</li> <li>• Up to 8 picnic tables</li> <li>• 1 hand wash station</li> <li>• 1 portable washroom &amp; 1 accessible portable washroom</li> <li>• 1 IMPACT Ajax sun shelter</li> <li>• 1 main staff liaison</li> </ul>	<b>Implemented</b>
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	<b><i>New Supports available:</i></b> <ul style="list-style-type: none"> <li>• 1 IMPACT Ajax Volunteer Team Lead</li> <li>• I-M-P-A-C-T Volunteer Team</li> <li>• 1 subject expert staff liaison</li> </ul>	
<b><i>Community Organizations – Programs &amp; Services Project Stream</i></b>	Annual application for direct funding up to \$10,000 for a new Program or Service.  <b><i>New Supports available:</i></b> <ul style="list-style-type: none"> <li>• 1 IMPACT Ajax Volunteer Team Lead</li> <li>• I-M-P-A-C-T Volunteer Team</li> <li>• 1 subject expert staff liaison.</li> </ul>	<b><i>Implemented</i></b>
<b><i>Community Organizations – Gatherings &amp; Events Project Stream</i></b>	<b><i>New Supports available*:</i></b> Annual application for direct funding up to \$5,000 for a new Indoor Gathering or Event, plus <ul style="list-style-type: none"> <li>• Special Event Permit Fee Waiver</li> <li>• Facility Room Rental Fee waiver (up to 5 hours)</li> <li>• 1 IMPACT Ajax Volunteer Team Lead</li> <li>• I-M-P-A-C-T Volunteer Team</li> <li>• 1 main staff liaison</li> <li>• 1 subject expert staff liaison</li> </ul>	<b><i>Implemented</i></b>
	Note: The committee will be investigating the potential of opening an expedited process for Facility Room Rental Fee waiver only requests that will remain open at all times of year, based on room availability.	<b><i>Under Review</i></b>
	* To address the need for facility space, the committee will consider the possibility of <i>organizations</i> being able to apply for support for significant annual events for up to 3 consecutive years for the same event, provided the annual evaluation of the Gathering or Event meets IMPACT sustainability criteria. To encourage sustainability of the event, support will decrease over the 3 year term (i.e. Year 2 – eligible for 50% of direct funding; Year 3 – eligible for 25% of direct funding)	

### ***Community Group Affiliation Program***

#### ***New: Community Organizations - Administration Stream – Under Review***

After careful examination of the current usage of the Community Group Affiliation (CGA) Program and analyzing the results of the IMPACT Ajax Community Conversation Series specific discussions with CGA's, the committee will be investigating how to roll the supports currently outlined within this program into the new IMPACT Ajax criteria and process, which again, will ensure that all organizations have one point of access for requesting Town supports. It was discovered that many organizations only access the CGA program as a way to gain "status" with

the Town, but are in reality using very little supports offered by the program for the purpose of building & growing the organization. By opening this program to all organizations, based on their year of incorporation, as per the current CGA policy, all organizations will be able to “shop” for the types of supports they actually need per year. The committee has suggested that this stream remain open at all times of year to account for new groups receiving incorporation status and for varying dates of incorporation.

### ***Community Organizations - Sports Stream – Under Review***

Through the Community Conversation Series and direct communication with local sports groups, it was discovered that sports organizations did not feel reflected in the types of corporate supports available through the Town. The committee will be investigating the potential of opening a stream specifically for sports organizations. This stream will review the option of offering a range of sports-focused supports to these organizations for specific sporting events (i.e. one-time special tournaments, special juniors games, community try-it days) and will consider providing supports that align more with the organization's needs (i.e. fee waivers or discounts for gymnasiums, pools, sports fields, and/or ice, picnic tables, portable washrooms, hand wash stations, sun shelters, etc.).

### ***Swag/Give Away Stream – Under Review***

To provide organizations, residents, and groups the ability to request trackable swim/skate passes or Town merchandise (i.e. pins, mugs, pens, flashlights), the committee is reviewing eligibility criteria for a request of this nature, however has suggested that this be a stream that remains open at all times of year, while supplies last.

### ***Additional Supports***

The Town will continue to provide general supports in the following areas which will address the main challenges expressed by our community organizations through the Community Conversation Series.

#### **Training**

All organizations will have access to IMPACT Ajax Information Sessions, which are free and offered twice annually. These sessions outline the program, how to apply, types of support and eligibility criteria, as well as offer individualized consultations with a staff liaison expert prior to the application submission. Further, as the IMPACT Ajax program expands, the Community & Cultural Development section of Recreation & Culture will continue to offer free capacity building workshops for residents and community organizations tailored to trending needs and wants. New this year: All IMPACT Ajax recipients will receive comprehensive stream specific training to ensure they are compliant with the Town's terms and conditions, appropriate legislation, and are successful in producing their approved project.

#### **Volunteers**

To address organizations' needs for trained volunteers, a system was put in place this year to provide community organizations the opportunity to promote their volunteer opportunities to the Town's 500+ volunteers. New this year: All IMPACT Ajax recipients will receive 1 highly trained Volunteer Lead that works directly with the resident or organization, and recipients are also able to request teams of I-M-P-A-C-T (Ignite, Muscle, Play, Admin, Create, Tactical) volunteers to assist with each project from its inception to its successful completion.

#### **Marketing & Promotion**

All community organizations have the opportunity to display upcoming programs/services/events through the Town's community display boards and signage, as well as advertise through the Community Organizations Directory. All IMPACT Ajax recipients will be provided with the Town's official logo, as well as the IMPACT Ajax logo for all marketing and promotional content. They will

also be able to promote their projects on the Town's display boards, electronic signage, and on mobile signs (when available), will have their promotional materials sent to the Town's 250+ community organizations contact list, and will receive promotion on the Town's social media accounts.

### **FINANCIAL IMPLICATIONS:**

Identified monies earmarked for community supports from various departmental budgets will be budget neutral transfers to the IMPACT Ajax operating budget. As detailed below, the total funding available for the updated IMPACT Ajax program is \$91,800.

	Funding Source	Amount
Exiting IMPACT Ajax Fund	Slots Revenue	\$64,100
Department Operating Budgets	Tax Levy	\$27,700
Total Funding		\$91,800

### **COMMUNICATION ISSUES:**

The Recreation & Culture and Diversity & Community Engagement Advisory Committees were consulted about the new and improved streamlining and access that this program would provide. Recreation & Culture will work with Corporate Communications to develop a promotional campaign for the launch of the newly improved IMPACT Ajax Community Support Program in September 2016. All organizations that previously received annual supports have been notified that this new program will be implemented and will change the way they apply for and access Town supports.

Tactics of the campaign include, but are not limited to:

- Creation of a testimonial video of the previously supported recipients and I-M-P-A-C-T volunteer teams;
- Public information sessions & training for the new software;
- Promotion and dissemination to Advisory Committees, community partners, residents, Community Group Affiliates, and recreational/social/sports/arts/cultural groups and clubs whose programs and services benefit Ajax residents;
- Dissemination of information through community festivals and events, as well as 2016 IMPACT Ajax events;
- Social media campaign.

### **CONCLUSION:**

Based on the findings from the IMPACT Ajax Community Conversation Series, the Town quickly assembled a corporate working committee to tackle the challenges facing its Ajax-serving community organizations. After careful review and analysis, the committee has determined that to create a transparent, equitable, and inclusive process for all, organizations will now apply through one streamlined process to the IMPACT Ajax Community Support Program. This will allow for better tracking, benchmarking and reporting to Council and the community on the significant contributions the Town makes to improve the quality of life for all Ajax residents.

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Cayla S. Da Silva  
Community Development Coordinator

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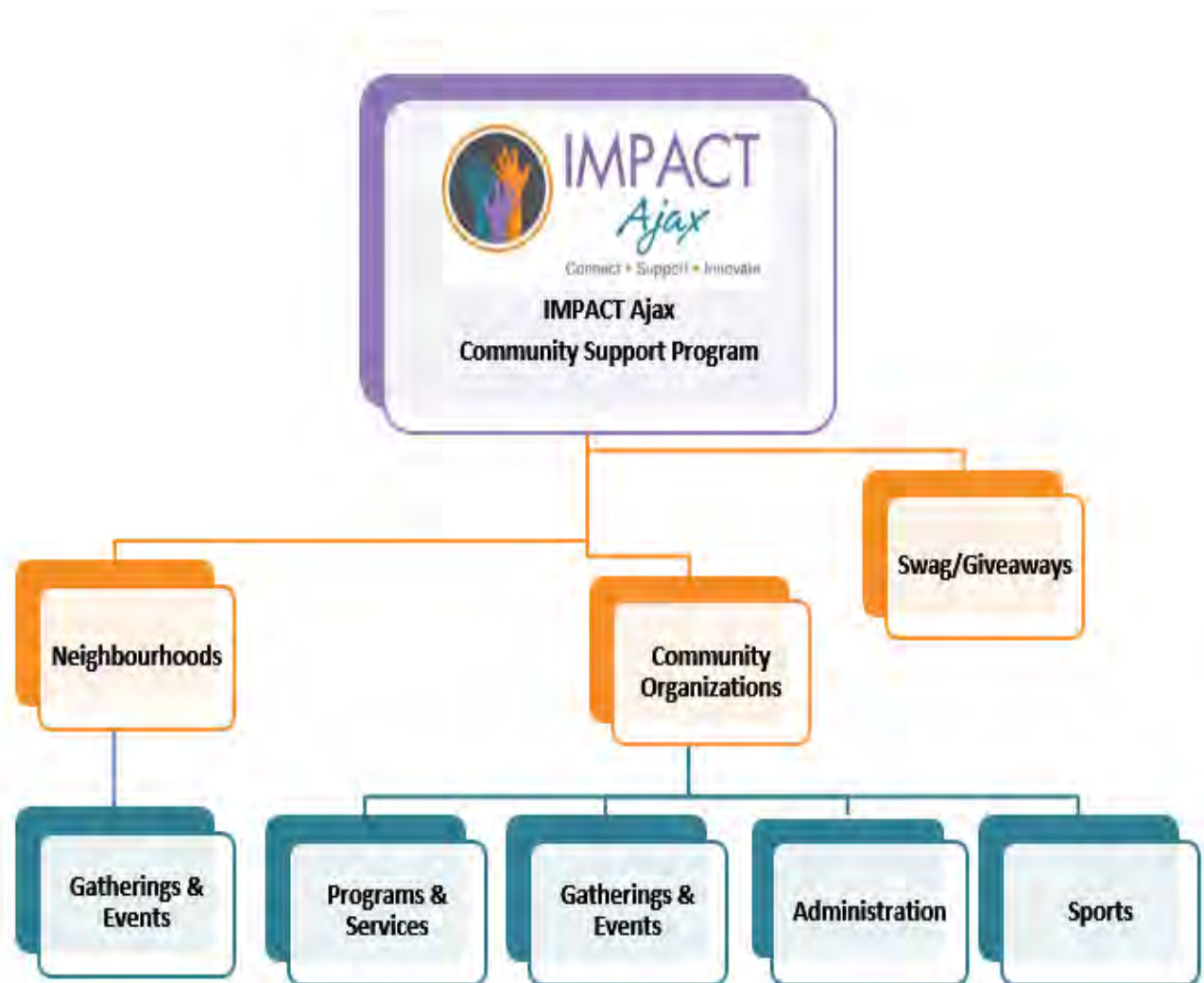
Tracey Vaughan-Barrett  
Director, Recreation & Culture

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Rob Ford  
Chief Administrative Officer



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## **TOWN OF AJAX REPORT**



**REPORT TO:** General Government Committee

**SUBMITTED BY:** Sheila Strain, CPA, CGA  
Director of Finance/Treasurer

**SUBJECT:** Future Tax Rate Increases

**WARD(S):** All

**DATE OF MEETING:** July 11, 2016

**REFERENCE:** Financial Sustainability Plan  
GGC Report November 5, 2015; 2016-2019 General Levy Forecast  
GGC Report November 5, 2015; 2016-2019 Staffing Forecast  
GGC Report December 14, 2015; 2016 Capital Budget/2017-2020 Long  
Range Capital Forecast  
GGC Report February 1, 2016; 2016 Operating Budget  
GGC Report June 13, 2016; 2015 Operating Budget Surplus and Net  
Year End Reserve Allocations

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### **RECOMMENDATION:**

**That the report on Future Tax Rate Increases be received for information.**

### **BACKGROUND:**

In November 2015, Council passed the following resolution "That staff develop a strategy to set an annual target tax rate increase of 1.75% for 2017 and beyond". In line with Council's long term goal, staff presented in February 2016, the Town's 2016 Operating Budget with a tax rate increase of 2.52%, lower than the target tax rate increase of 2.75%.

This will be the first of two reports coming to Council. The second report, 2017 to 2020 General Levy Forecast, will be presented in November 2016, at which time Council will set the 2017 and 2018 tax rate increases.

### **DISCUSSION:**

#### **Financial Sustainability Plan**

In 2014, the Town of Ajax implemented the Financial Sustainability Plan (FSP) which was updated in 2015 to increase the flexibility of the annual reserve allocations, added parameters to the use of internal debt, and other housekeeping items.

One of the objectives of the FSP was to reduce the reliance on the tax base to fund reserve allocations. To do so, fundamental strategies were embedded and/or implemented:

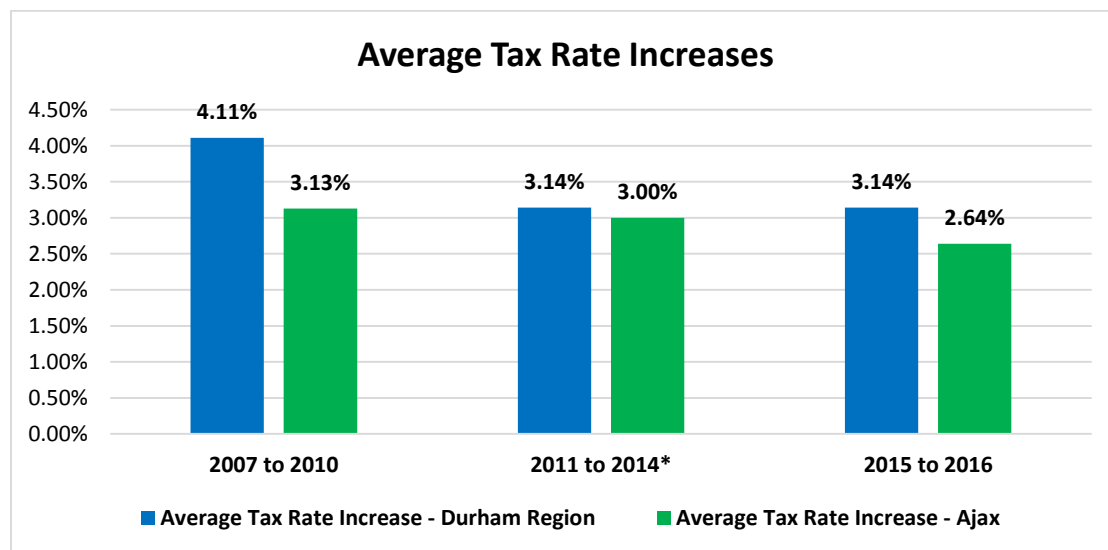
- Majority (96%) of Slots at Ajax Downs revenues and 100% of Veridian revenues are allocated to Reserves
- The annual operating budget surplus is transferred to the Reserves
- A portion of annual assessment growth may be dedicated to Reserves
- Formalized reporting on annual operating budget surplus

Changes to these strategies cannot be contemplated until 2017/2018 when there is greater certainty on the continuity of Slots at Ajax Downs, potential Veridian merger, and target reserve balances are determined with the completion of the Asset Management Plan.

For the last 2 years, Council has continued to fully support and uphold the FSP, approving budgets in conformance with the plan. Financial strength and sustainability objectives achieved over the last 2 years include:

- Maintaining low average tax rate increases
- Annual tax rate increase reduced from 2.75% to 2.52% in 2016 budget
- Increase in annual general levy reserve allocations from assessment growth, retired debt, and interest revenue
- Increase in reserves balances, year over year

The Town of Ajax has been a leader in the lower tier municipalities of Region of Durham for lower annual tax rate increases over the last 3 Council terms:



\*In June 2013 the new Audley Recreation Centre (ARC) opened and an additional 1% tax rate increase was approved, for a total of 3.75%.

Year	Dollar Impact of ARC	Tax rate Impact of ARC	Additional Increase	Shortfall
2013	\$1,220,100	2.46%	1.0%	1.46%
2014	\$684,000	1.30%	0.0%	1.30%

The tax rate increase shortfall of 2.76% for ARC was funded from a combination of expenditure reductions, revenue increases, and assessment growth

## Operating Budget Surplus

Since the mid 1980's, the cornerstone financial policy and standard municipal best practice continues to allocate all operating budget surplus to reserves. Operating budget surplus is not a sustainable revenue source to support the following year's operating budget. However, each year, the budget process incorporates trends from the results of the prior year operating budget surplus to ensure sustainable changes are included.

Staff continually review expenditure results to bring budget and actuals closer together to reduce future surpluses. For example, the ongoing tracking of staffing costs has increased the staff vacancies budget from (\$195,000) in 2013 to (\$310,000) in 2016.

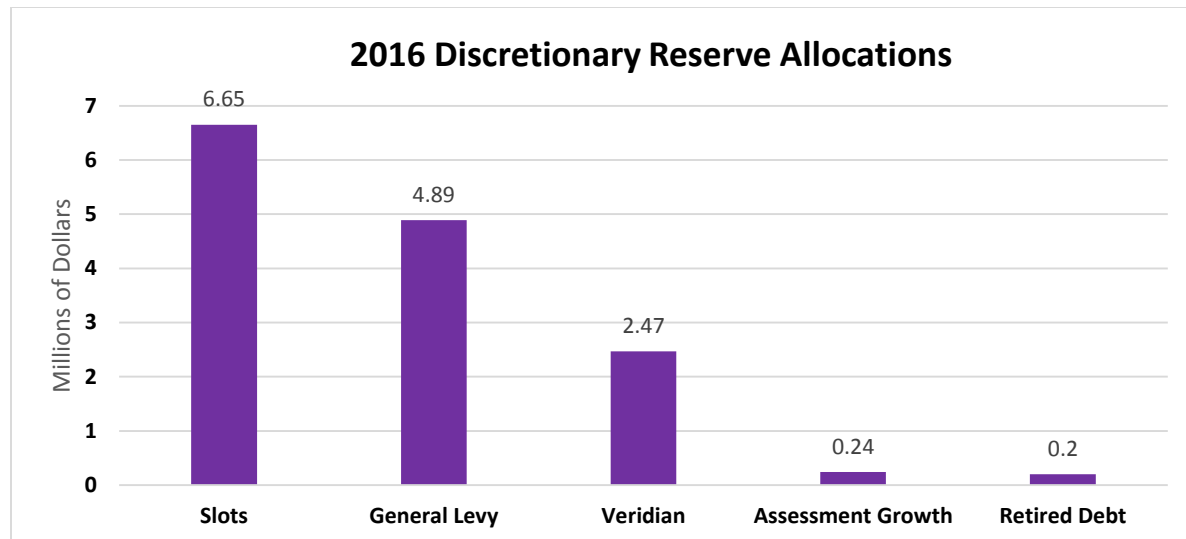
Surplus resulting from revenue is also reviewed and future budgets are updated accordingly. Revenues are conservatively budgeted to avoid year over year fluctuations which would result in demands on the tax rate.

The operating surplus provides funding for capital reserves and it has also allowed, in the last few years, the undertaking of key initiatives in the Town without raising the tax rate:

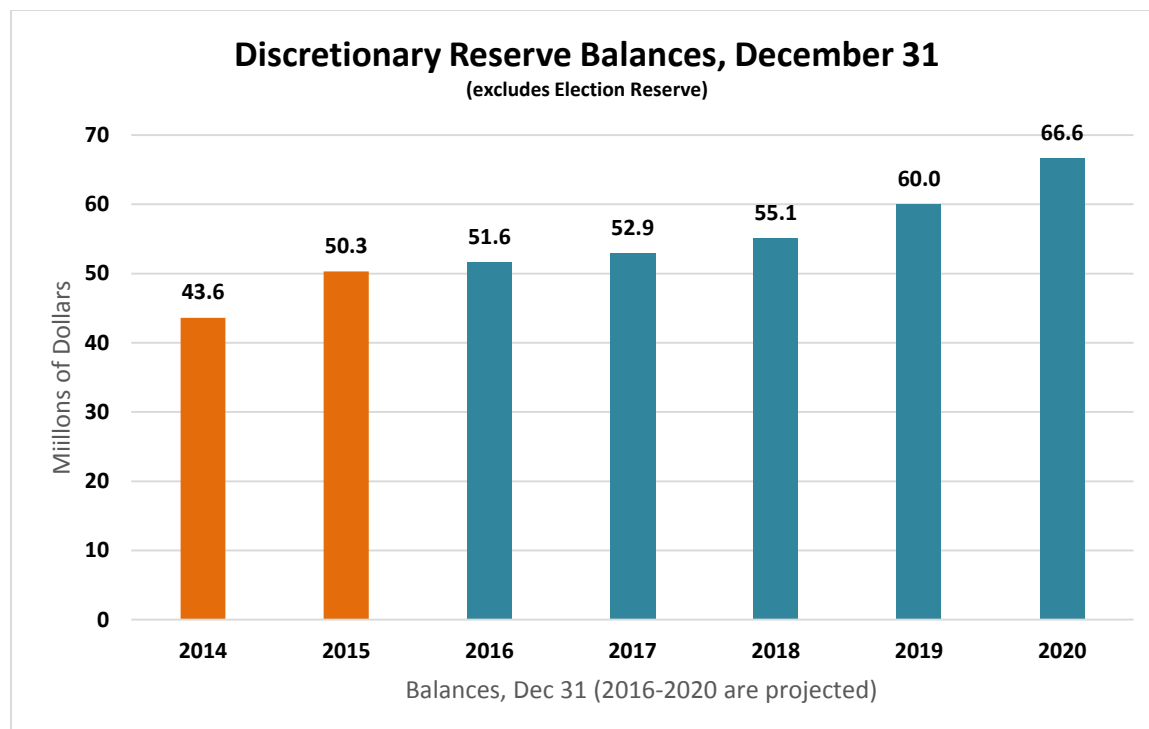
<b>Initiative</b>	<b>Amount</b>
Duffin Creek Water Pollution Control Plant (to Dec 2015)	\$1,656,000
2015 Pan Am Games	\$483,600
Restoration of Doric Masonic Lodge – funded grant shortfall	\$434,800
Funded 2014 Election Reserve	\$280,000
2013 Ice Storm Emergency	\$280,200
2016 Capital Spending Caps Exceeded	\$817,000
<b>Total</b>	<b>\$3,951,600</b>

## Discretionary Reserves

The three major revenue sources for reserves are Slots, General Levy allocations, and Veridian.



A reduction in any revenue source reduces the amount available for completion of capital projects, limits funding of new projects and may delay existing projects.



Achieving year over year increases in reserve balances is primarily attributed to capping capital spending at 65% of the annual forecasted reserve revenues. Along with growing the reserves, the spending caps provide funding for over budget projects.

## Use of Assessment Growth

The amount of assessment growth includes new properties but also includes other in year changes from appeals.

Where possible Assessment Growth should support:

- New Staffing
- Reserve Allocations (as per the Financial Sustainability Plan)
- New Programs and Initiatives
- Growth

	<b>2014 Budget</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
New Staff	116,100	200,400	303,200
Annualization of staff hired in prior year	28,900	94,300	238,900
Annualization of ARC Opening	684,000		
Reserve allocations	181,600	198,000	240,600
New/Expanded Programs and Initiatives		105,000	81,000
<b>Subtotal</b>	<b>1,010,600</b>	<b>597,700</b>	<b>863,700</b>
Assessment Growth	1,288,400	707,800	1,192,100
<b>Balance available for other growth / operating budget impacts</b>	<b>277,800</b>	<b>110,100</b>	<b>328,400</b>

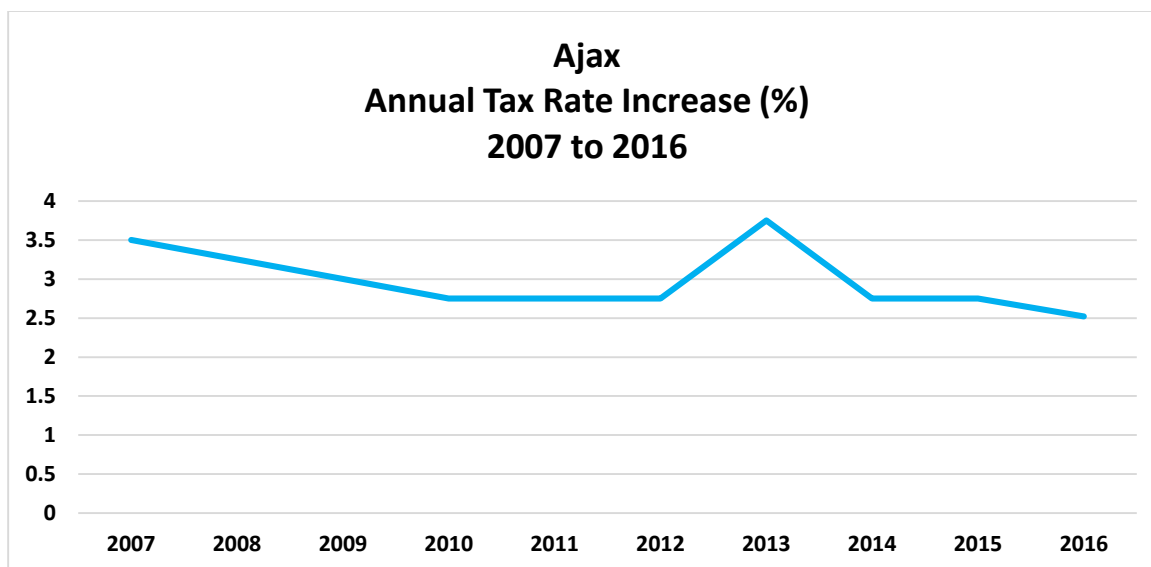
Other growth related budget impacts can include:

- Additional kilometers of road for maintenance and winter control
- Added playgrounds, parks, and sports fields
- New trails and bike paths

The Town tracks assessment growth through the year but the final data is not available until the middle of December of each year. Moving forward, future assessment growth will decline as greenfield development transitions to intensification.

## Planning for Annual Tax Rates

Council have always been strong proponents of lower tax increases while wisely recognizing the need for a planned and strategic approach to manage growth effectively. The 2007 – 2010 Council term directed tax rate increases to be stepped down .25% each year until 2010 when the increase reached 2.75%. The 2.75% annual increase was held steady until 2015, with the exception of 2013 when an additional 1.00% was added for the opening of ARC. In 2016, Council stayed the course for a 2.75% tax rate increase however clearly expressed their objective for a lower target. Ultimately, Council approved the 2016 Operating Budget with a lower tax rate increase of 2.52%.



With the benefit of the presentation of the 2017-2020 General Levy Forecast in November 2016, Council will be able to make an informed decision on the future annual tax increase(s) to be approved at that time.

### **Exceptions to the Annual Tax Rate Increase**

The base budget needs to support the day to day operations based on existing service levels and will need to be maintained within the ultimate 1.75% tax rate increase. To accommodate major exceptions, Council will have to make the decision, in the given year (as with the 2013 opening of ARC) to approve one-time tax increases in excess of 1.75%.

#### **Audley Recreation Centre (ARC), Phases 2 and 3**

- The opening of Phase 2, currently scheduled for mid-2019 will require estimated annual staffing and net operating costs (including debenture), in 2016 dollars of \$1,993,300, a 3.47% tax rate increase (based on 2016 tax rates)
- Timing for Phase 3 is pending

#### **Legislative Changes (impact will be for both the Town and Library)**

- Workplace Safety & Insurance Board (WSIB)
  - New provincial legislation for WSIB is currently under review with approval of a new Rate Framework scheduled for the Fall of 2016, with implementation set for January 1, 2019. Based on the January 15, 2016 Updated Rate Framework, there is expected to be considerable cost increases to the municipal sector. The new proposed rates for municipalities range from \$2.51 to \$12.25 with an average premium rate of \$4.19. Implementation at the average premium rate, based on 2016 budget, would increase the Town's budget by approximately \$460,000.
- Canada Pension Plan (CPP)
  - Recently major reforms to the Canada Pension Plans were agreed to in principle federally and provincially. This will replace the Ontario Retirement Pension Plan previously proposed by the Province. Although there are many details to be provided, it is expected that increased premiums will be implemented in 2019.

## Exceptions to the Annual Tax Rate Increase (con't)

### Non Tax Revenues

- **Slots**

- The continuity of the operations of the Ajax Downs Slots should be determined in 2017 / 2018 however if the Slots were to be decommissioned, this would likely not happen until 2019/2020
- In 2016, the Slots Revenue Budget was distributed as follows:
  - Operating – \$263,300 Program Funding (IMPACT Ajax, Rouge Valley Hospital, etc.)
  - Capital – \$6,653,200 – Reserves
- The loss of the slots revenue will impact our current robust capital program as well as impact the operating budget if the above program funding were to continue.

- **Veridian**

- Similar to the Slots, all of the proceeds from Veridian investments are allocated to reserves (\$2,470,100 – 2016)
- The impact, if any, of current merger discussions is unknown at this time

### Other

- **Paradise Park**

- Construction costs for the Paradise Park facility will be fully funded by the issuance of internal debt which will directly impact the operating budget

- **Pat Bayly Square**

- Scheduled for opening in September 2018. The estimated annual operating budget costs are \$160,000

- **Update on Fire & Emergency Services**

- In the fall, staff will be reporting to General Government Committee on Fire & Emergency Services.

- **Storm Water Management Strategy**

- The report on the Storm Water Management Sustainability Strategy does not impact the current operating budget or the plan to reduce future tax rate increases. There are no budget items currently in the operating budget that will change if the storm water management sustainability strategy is adopted.



**FINANCIAL IMPLICATIONS:****2017 Budget Impacts**

As in the past, the reduction of tax rate increases requires a planned and logical approach. The completion of the General Levy Forecast 2017 – 2020 will provide comprehensive information on 2017 operating budget impacts, at which time Council can set the desired tax rate increases.

The impact of reducing the tax rate from 2.52% to 1.75% would require an overall budget reduction of \$449,300, based on the 2016 budget and tax assessment information.

So far this year, there are already a number of known budget impacts for 2017 including, collective agreements, annualization of staff hired in 2016, and renewed maintenance contracts that total approximately \$1.2 million dollars (2.15% tax rate increase). This does not include other budget impacts such as:

- Growth including newly assumed roads, parks, sidewalks, etc
- Forecasted building permit and development activity
- Collective Agreement wage and benefit increases
- Upcoming contract renewals – e.g. janitorial services, software services, etc.
- Changes to utilities and fuel rate
- New maintenance costs related to capital infrastructure projects
- In year decisions / changes to services e.g. Waterfront Management Strategy

**COMMUNICATION ISSUES:**

This is the first of two reports to set the 2017 and 2018 tax rate increases. The second report, 2017-2020 General Levy Forecast, will be presented at the November 14, 2016 General Government Committee. These two reports provide key information for the setting of the tax rate increases.

**CONCLUSION:**

With the presentation of the 2017-2020 General Levy Forecast on November 14, 2016, together with this report, Council will be able to make an informed decision and plan for future annual tax increase(s) to be approved at that time.

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