CORPORATE SERVICES

AS APPROVED ON DECEMBER 14, 2021

CORPORATE SERVICES

Overview

Corporate Services provides effective and efficient administrative support and customer service to the Corporation, Council, Committees and the Community. This department is also responsible for special projects and strategic initiatives that drive organizational excellence and innovation in support of being a progressive community with small town charm.

Corporate Services organization

The department has six divisions each under the leadership of a functional Manager who report to the Director and one division reporting directly to the Director. These divisions are:

Legal Services provides a full range of legal services to the Corporation, Council and the Executive Leadership Team such as legal advice, interpretations and opinions, Legal Services is also responsible for reviewing agreements and by-laws, handling litigation and insurance claims and risk management matters.

Legislative Services provides key administrative support services to Council and its Committees, many of which duties are statutory in nature as prescribed by the Municipal Act and other legislation. Legislative Services is also responsible for municipal elections, corporate records management and Freedom of Information requests under the Municipal Freedom of Information and Protection of Privacy Act.

Human Resources provides services and support to the Corporation in respect of human capital investment. Services include Human Resources policy, compensation and benefits, talent management and recruitment, training and development, occupational health and safety, workplace wellness and employee and labour relations.

Information Technology provides technology services and support to the business units, project services for all technology initiatives and IT infrastructure management. The IT division leads the Town's effective and innovative use of technology to become a progressive municipality that delivers exceptional and modern digital services.

Bylaw Services promotes healthy, safe and harmonious communities through education, investigation and resolution of bylaw related matters. Bylaw is directly responsible for property standards, clean yards, parking control and noise complaints, pool enclosure inspections and issuing business licences and temporary sign permits. Bylaw Services provides enforcement support to other divisions as requested such as tree removal, fouling of roads and other matters. Bylaw is leading a pilot shared services program providing Animal Services to three communities being Aurora, Newmarket and Georgina.

Access Aurora is the Towns Corporate customer care centre based on a "We Can Help" model. It serves the community through various channels such as phone calls, walk-ins, e-mails and at pop-up events throughout the year. Responsibilities include responding to general enquiries, customer complaint tracking, cashiering, marriage licenses and civil ceremonies, lottery licenses, road closure permits and corporate mail distribution.

Corporate Initiatives has oversight of strategic initiatives and special projects that impact the organization as a whole. Areas of focus include Emergency Management, Excellence Canada initiatives, Accessibility, Diversity and Inclusion and the Project Management Office. These responsibilities fall directly under the Office of the Director.

Corporate Services operating budget by division

	2021	2022
Budget ($000's)		
Legal Services	1,736.5	1,934.1
Legislative Services	778.2	817.0
Elections	92.5	98.0
Human Resources	1,089.7	1,132.8
Information Technology	3,293.1	3,752.2
Bylaw Services	726.4	736.5
Animal Services	306.1	316.0
Access Aurora	946.3	938.2
Corporate Initiatives	498.4	533.4
Net Budget	**9,467.4**	**10,258.2**
Budget Change		**790.8**
2021 Approved Multi-Year Budget		**10,051.8**
Change to Multi-Year Budget		**206.4**
Permanent Full-Time Staffing (FTE):		
Opening Staffing		56.0
New		2.0
Conversion		-
Approved Staffing		**58.0**
2021 Approved Multi-Year Budget		**58.0**
Change to Multi-Year Budget		**-**

2021 Accomplishments

- Launched Human Resources Information System (HRIS) June of 2021, first module being time and attendance, talent management module planned to go live by year end

- Advanced Wellness Committee strategy/initiatives based on the four pillars of Physical and Mental Health, Life and Work to support employees working remotely

- Developed multi-year Diversity and Inclusion Strategy and Action Plan with eight goals identified in the strategy

- Finalized Customer Experience Plan, project team and implementation plan established

- Redeveloped Civil Ceremony Wedding program to offer a safe and compliant celebration of love

- Reviewed and updated Risk Management Policy

- Confirmed both internet voting and paper ballot at polling stations as methods of voting for the 2022 Municipal Election

- Increased maturity of Project Management Office through continued staff training, development of tools and templates, establishing change management methodology and managing resources and delivery of the Enterprise and Transformational projects

- Modernized Noise Bylaw brought forward for enactment to better address changing community expectations

- Launched online Just-in-Time Parking Permits for overnight parking during the winter months with some limitations ensuring our winter maintenance program is not compromised

- Continued implementation of the Corporate Technology Strategic Plan including supporting the HRIS implementation and e-permitting for building permits, deployment of Office O365 and Microsoft Teams, a new telephony system, transitioned to Maximo Enterprise Asset Management (EAM) for Cities with initial module being used for fleet management. Established the IT Governance Committee, engaged with the business units to better understand needs and improve collaboration. Conducted an IT customer satisfaction survey to benchmark performance and identify opportunities

- Developed a Facility Accessibility Design standard to improve accessibility at all Town facilities and public spaces

- Established a Corporate "Measure What Matters" performance framework with a one year pilot scheduled for 2022

- Continued with Excellence Canada initiatives with Gold certification submission on schedule for December of 2022

2022 operating budget

Overview

The operating budget for Corporate Services is approved to increase by $790,800 in 2022. The main drivers of the increase includes initiatives that support the Corporate Technology Strategic Plan which identified a significant gap in technology business solutions and the need for additional resources to deliver on major projects planned in the near future. The approved 2022 budget includes one additional position to support IT and an articling student to support Legal Services. These increases support modernization and growth corporate wide.

Operating financial summary

$000's		Net Actual Results		2021	2021	Budget
		2019	2020	Net Fcst*	Budget	2022
Expenditures		8,733.3	9,655.3	10,436.7	10,452.8	11,728.8
Non-Tax Revenues		(952.6)	(907.0)	(1,169.4)	(985.4)	(1,470.6)
Net Tax Levy		**7,780.7**	**8,748.3**	**9,267.3**	**9,467.4**	**10,258.2**
% Tax Funded		89%	91%	89%	91%	87%
Net Budget Change	$		967.6	519.0	200.1	790.8
	%		12.4%	5.9%	2.2%	8.4%
Approved Outlook	$					10,051.8
Change to Approved	$					206.4

*Net forecast as of August 31, 2021

Changes to the multi-year budget

The approved 2022 budget includes an increase of $206,400 compared to the multi-year budget approved last year. This increase includes a $144,000 salary and benefits adjustment to reflect the latest staff complement including changes to staff and update to benefits, an increase of $15,900 for increased insurance costs and savings of $12,000 on contracted services for the election.

COVID-19 continues to have an impact in 2022

The COVID-19 pandemic continues to have an impact for IT. In 2020 and 2021, initiatives in the Corporate Technology Strategic Plan were brought forward and adjusted as needed to support the increased reliance on remote access to information and remote work for many office staff. This resulted in a pressure of $239,900 for software maintenance, licenses and telecommunications. These costs have been partially offset through $175,500 from the Safe Recovery Grant funding to help phase-in the advancement of these costs.

Corporate Services budget changes

	2022	
	FTE	**$000's**
Starting Budget	**56**	**9,467.4**
Base		
Salaries & Benefits including COLA, step increases and other approved staffing actions	-	187.5
Net Revenue Changes	-	(18.5)
Insurance Fees	-	66.8
Contracts (including software annual maintenance)	-	2.9
Courses & Seminars (including Corporate Courses)	-	1.1
Consulting	-	(10.0)
Other operating changes	-	42.9
Subscription fees for HRIS deferred from 2021	-	115.0
2021 COVID-19 net impacts - one-time adjustments, 2022 impacts are shown below	-	(5.0)
	-	**382.7**
Maintaining Service Levels for Growth		
IT Positions (1) - Corporate Technology Strategic Plan Implementation	1	111.8
Legal Articling Student	1	90.0
	2	**201.8**
2021 Budget Approved Changes	**2**	**584.5**
Changes to Multi-Year Budget:		
Salary & Benefits adjustment for staffing changes and revised benefits rates	-	144.0
Adjustment to photocopier charges (corporate-wide adjustment)	-	8.5
Increase for insurance costs	-	15.9
Legal Services increase to administrative fees, subscription costs and office equipment	-	(4.3)
Elections savings on contracted services	-	(12.0)
Access Aurora savings on postage and revenue adjustments	-	(8.0)
Bylaw revenues adjustments to reflect latest trends offset by expenditure savings	-	(2.0)
IT minor adjustments	-	(0.2)
Advancement or adaptation of Corporate Technology Strategic Plan initiatives in 2020/1 to support remote access and work during the pandemic:		
- Annual software licences to support IT Strategic Plan	-	100.0
- Annual software maintenance to support IT Strategic Plan	-	87.4
- Modernization of telecommunications	-	52.5
- Less: Safe recovery grant funding	-	(175.5)
	-	**206.4**
Revised Budget Change	**2**	**790.8**
Approved Net Budget	**58**	**10,258.2**
2021 Approved Budget	**58**	**10,051.8**

Continuing the key priorities of the multi-year budget

The 2022 operating budget for Corporate Services focuses on modernization to meet internal and external needs and customer expectations, talent management to ensure the Corporation is able to attract and retain a skilled, high performing and diverse workforce, and the development of a risk management program to build corporate awareness, reduce liability and minimize risk. All initiatives are presented with the objective of ensuring the Town is equipped to deliver exceptional services that make people proud to call Aurora home.

Modernizing the Corporation will meet internal and external needs and customer expectations

To be an efficient Municipality it is critical to have effective, integrated technology underpinning and powering the organization. Customer and staff expectations are influenced by their experience with technology. In order to provide high quality customer service, operational efficiency and maximum productivity technology must be leveraged to modernize business solutions, create efficiencies through digitalization, improve service delivery and create optimization through the collection and analysis of data. Implementation of the Corporate Technology Strategic Plan is critical for modernization of all services.

Talent management ensures that the Corporation is able to attract and retain a skilled, high performing and diverse workforce

Human capital is one of the Corporation's largest assets. A positive employee experience directly impacts and results in a positive customer experience, improved productivity and continuous improvement and organizational excellence. There are a number of initiatives that support an engaged workforce including conducting an employee engagement survey followed by action planning that will involve staff at all levels, development of a training and development program, and further enhancement of the Town's Health, Safety and Wellness Program. The Excellence Canada journey for Gold will require a robust talent management strategy as the people driver is focused on the employee experience.

A Corporate Risk Management Program will build corporate awareness and a resilient organization

A Corporate Risk Management program is necessary to reduce liability and minimize risk. Building corporate awareness and consistency is key for success as everyone in the organization is a risk manager. Other initiatives that mitigate corporate risk include the creation and maturity of the Project Management Office, Occupational Health and Safety, and cybersecurity.

2022 capital budget

Overview

Corporate Services plans to spend $2.4 million in 2022 on capital projects of the total approved $7.0 million in Capital Budget Authority. This includes $4.7 million for rehab and replacement projects, $1.8 million for growth and new projects and $0.6 million studies and other.
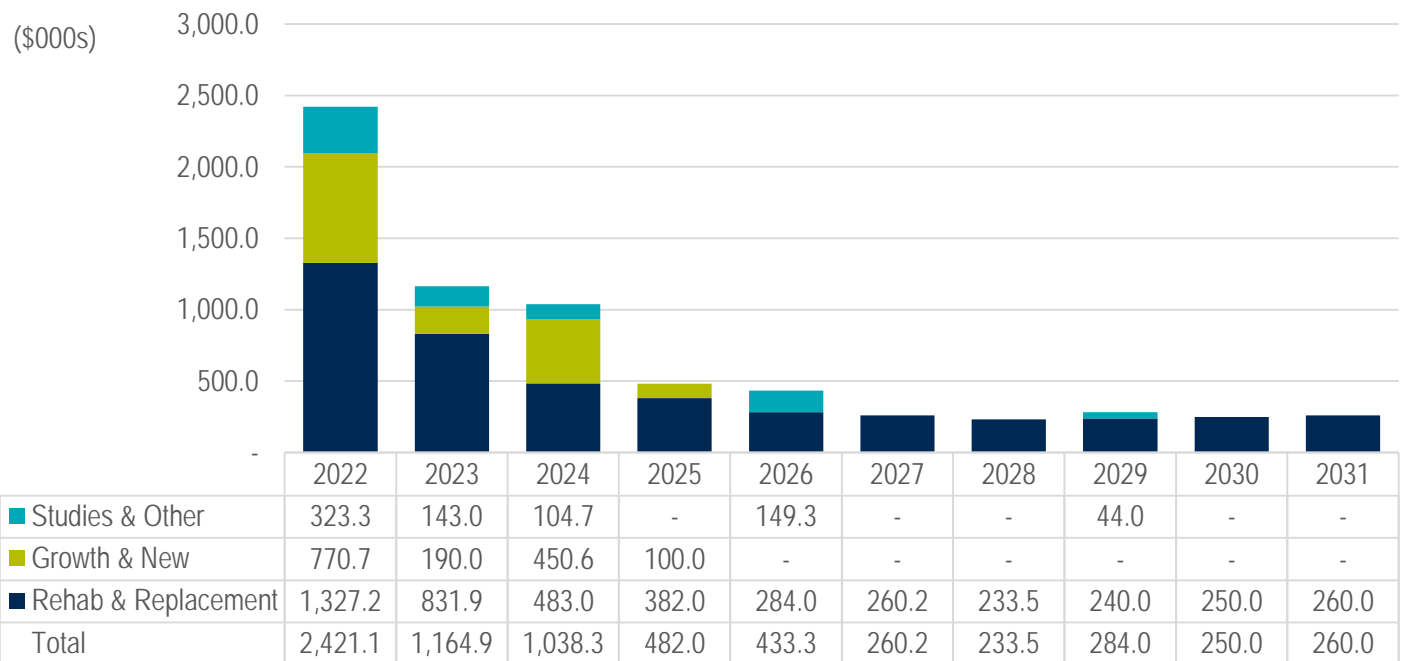
2022 capital budget authority

($000s)	Previously Approved Budget	2022 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/20	2021 Forecast	2022	2023+
Rehab & Replacement	4,150.9	4,685.9	535.0	2,235.1	988.7	1,327.2	134.9
Growth & New	1,385.9	1,760.9	375.0	689.5	300.7	770.7	-
Studies & Other	495.0	560.0	65.0	102.8	130.9	323.3	3.0
Approved Budget	**6,031.7**	**7,006.7**	**975.0**	**3,027.5**	**1,420.3**	**2,421.1**	**137.9**

* Includes all active project budgets, adjustments to project budgets and new budget commitments

The 10-year capital plan

The 10-year capital plan includes $6.8 million in capital projects. The 10-year plan will invest $4.7 million in Rehab & Replacement capital which supports good asset management. This represents 67% of the 10-year plan. Most of the planned spending in 2022 is to support rehab and replacement projects in IT.

10-year capital plan

($000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Studies & Other	323.3	143.0	104.7	-	149.3	-	-	44.0	-	-
Growth & New	770.7	190.0	450.6	100.0	-	-	-	-	-	-
Rehab & Replacement	1,327.2	831.9	483.0	382.0	284.0	260.2	233.5	240.0	250.0	260.0
Total	2,421.1	1,164.9	1,038.3	482.0	433.3	260.2	233.5	284.0	250.0	260.0

A detailed listing of the capital projects included in the plan can be found in Tab 17 - Rehab & Replacement Capital, Tab - 18 Growth & New Capital and Tab 19 - Studies & Other Capital.

Key capital initiatives in 2022

The capital plan for Corporate Services supports modernization and the customer experience. The 2022 budget includes the following key projects to support these initiatives:

Continued implementation of the Corporate Technology Strategic Plan

Projects identified for 2022 are focused on ensuring our technology infrastructure meets our current IT needs as some of the infrastructure is outdated and end of life. Other IT projects identified will provide the Town with tools necessary to be an effective and efficient municipality powered by technology as well as providing data that will drive business intelligence. Digitization is essential to ensure we are delivering exceptional services to our residents.

Diversity and Inclusion Strategy

Corporate Services plans to retain a consultant to assist with the development of a Diversity and Inclusion strategy with the objective to foster a greater sense of belonging within our workplace and our community.

Corporate Services initiatives

Customer

- Corporate launch of Customer Experience Plan with a purpose of delivering exceptional and authentic customer experiences.

- Lead and coordinate the 2022 Municipal Election that is accessible for all Aurorans

- Continue to develop Corporate wide Risk Management Program by creating policies and procedures and increasing awareness through training

- Develop a Business Continuity Management Program and Disaster Recovery Plan

- Update multi-year Accessibility Plan in consultation with the Accessibility Advisory Committee

Modernization

- Continue implementation of the Corporate Technology Strategic Plan to provide a better customer experience including launching Cityview portal and other digital services.

- Utilize our existing Records Management System, Laserfiche for Contract Management

- Transition to Administrative Monetary Penalty System (AMPS) creating an effective and efficient enforcement framework that removes matters from the Courts

- Review and update Licensing and Regulatory Bylaw and Property Standards Bylaw

- Development of a Corporate Innovation platform

People

- Expand Human Resources Information System (HRIS)

- Develop and Implement an Employee Engagement (EE) Action Plan based on EE Survey Results

- Development of a Human Resources Plan focused on career development and succession planning

- Implement Diversity and Inclusion Action Plan

- Continue planning for the Excellence Canada Go for Gold certification with a goal of submitting in December of 2022

1,134

Animal Services requests for Aurora and 3,806 service requests across the partnership*

49

lost pets reunited with their owners*

Corporate Services SNAPSHOT

2,415

By-law service files generated*

3,445

Parking tickets issued*

3,429

IT help desk requests*

19,157

electronic records created, saving/recycling 59,494 pieces of paper*

1,400

devices supported*

360

GIS data and mapping requests*

10,684

agendas, minutes and by-laws made available to the public using Laserfiche Portal*

ACCESS AURORA

Customer Service

5,393

Total number of resident service tickets*

172

Marriage licences issued*

188

Burial permits issued*

*From January to September 2021

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(4 positions Corporate Technology Strategic Plan Implementation)
Corporate Services   **Space Needs Confirmed**   Yes

Recommendation

Approve the positions as outlined in the Corporate Technology Strategic Plan Report by Perry Group Consultants.

Rationale/Benefits

As part of the Corporate Technology Strategic Plan update the consultants have identified staffing concerns related to gaps in capacity and capability pertaining to leadership, enterprise corporate applications, business solutions and projects. In order to advance the implementation of the CorporateTechnology Strategic Plan additional resources are required. A total request for 4 positions over the next three years fills the critical resource gaps and prepares the Technology Division to successfully implement the consultant recommended multi-year workplan and will provide needed resources to lead the organization through digital transformational change including enhanced mobility and business modernization, becoming a data driven organization, and providing enhanced digital customer services. The nature of the recommended positions are identified in the paragraphs below.

The Technology Strategic Plan identified significant resource gaps in the Solution specialists/Analyst domain. The Town has a number of large projects ahead, many of which are in the business solutions area. Each of these projects require leadership and Solution/Business Analyst resources to support systems configuration during the project, and for support after solution implementation. As a result, the addition of 4 positions focused in this area staged over the next three years, has been recommended. This will allow the Town to manage business solutions effectively and provide support for advancing the modernization and digitization of key Town processes.

Many of the Town's current and future projects, as identified in the Corporate Technology Strategic Plan workplan, involve a significant IT component. To help ensure the success of the projects, it is important to have the necessary resources in place to plan and deliver the projects effectively. A hands on leadership position is recommended in Projects to provide the division with the needed leadership to plan, direct, and effectively manage all Business related IT projects and IT driven projects. This position would be responsible to use the standard corporate project management techniques and processes for all IT related projects. As well for the detailed planning, project definition, risk assessment, milestone monitoring, financial tracking, reporting, and most importantly, the effective use of resources to deliver projects on time and on budget. In addition to the project focused tasks, this position also works collaboratively with other project resources within the corporation, to ensure the Town of Aurora project management processes are continually improving.

Alignment with Council Priorities

This position would support the Town's Modernization Strategic Priority being to "Develop and enhance processes, leverage technology and engage people to align the work place for success" by using technology in smarter ways, ensuring business processes support financial accountability, commitment to the digital office and workplace automation and providing easy to use, collaborative tools for information sharing.

Impact of Not Proceeding

IT Services needs to revitalize the IT delivery model to be better prepared for upcoming projects and changes and to help the organization move towards modernization and tranformational change. A part of the revitalization include adding needed resources to help achieve the mandate and service standards that a modernized, well managed workplace requires. Proceeding at a later time will delay the needed workplan initiatives itemized in the Corporate Technology Strategic Plan.
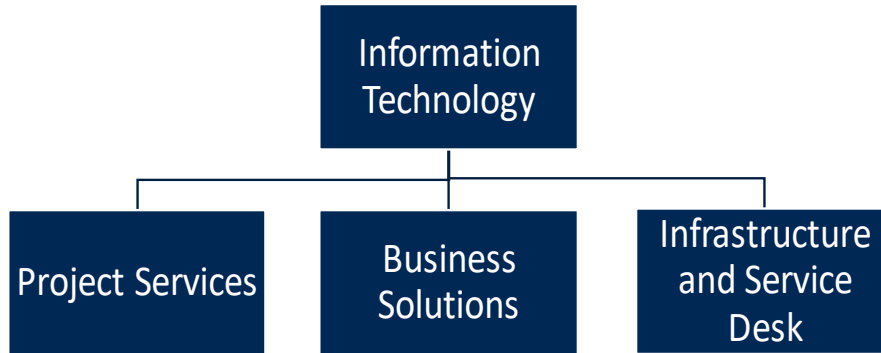
Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	2.0	1.0	1.0
Gross Expenditures ($000s):			
Wages and Benefits	252.0	111.8	110.0
Staffing Costs*	8.0	4.0	4.0
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	260.0	115.8	114.0
Non-Tax Revenues ($000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	260.0	115.8	114.0

*Includes training, memberships, computer, space accommodation & other equipment

Comparative Analysis / Performance Measure

IT will be repositioned to be a strategic partner

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                    ┌─────────────────┐
                    │   Information   │
                    │   Technology    │
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│ Project Services│ │    Business     │ │  Infrastructure │
│                 │ │    Solutions    │ │   and Service   │
│                 │ │                 │ │       Desk      │
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IT Service delivery improvement involves reorganization of the technology team into 3 core areas supporting and partnering with the business units within the Town. This new structure immediately establishes a strong business solutions team which has been identified as an area needed to improve for the success of burgeoning project demands that relate to system integrations as well as support for advancing the modernization and digitization of key Town processes. This will allow the Town to manage business solutions effectively and provide support for new features, reporting and other capabilities while working closely with the business units and the other IT functional teams as partners on achieving project goals. It is critical that the Town build effective product and project teams that combine business subject matter experts, project management, business analysis and technical expertise, alongside frontline users of systems to support the execution of projects and product enhancements.

The number of technology projects identified in the Corporate Technology Strategic Plan Workplan
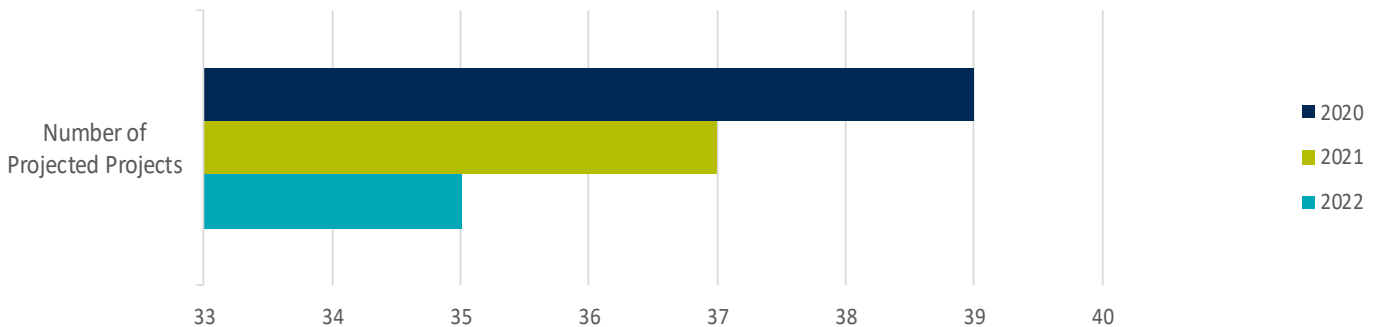
The Corporate Technology Strategic Plan Workplan identifies 115 projects/initiatives including major technology projects from Infrastructure, Business Solutions, Integration and Data and Customer Facing layers of the Municipal Technology Architecture to be completed over the next 3 years. The consultants have recommended additional resources be added to ensure we have adequate leadership, skills, and capacity to complete the workplan as identified and move our organization towards modernization and transformational change.

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Legal Articling Student
Corporate Services

Space Needs Confirmed

No

Recommendation

Hire an articling candidate to assist the Legal Services Division.

Rationale/Benefits

The workload of the Legal Services division continues to rise every year as a result of increases in issues requiring agreements or legal opinions, more planning applications that are being appealed and more claims and litigation. In addition, legislation impacting municipalities continue to either be introduced (ex. cannabis legalization) or revised (ex. role of the OMB/LPAT) and there is an expectation that this will continue in the future. Instead of hiring another lawyer, it is recommended that Legal Services hire an articling candidate to assist with the workload. In addition, the articling candidate would work on projects, such as updating outdated policies and modernizing processes, which will include updating existing template agreements and creating new ones that are needed to keep pace with legislative changes. Articling candidates have completed law school and are required to work for a year prior to obtaining their license to practise law. Articling candidates have most of the same responsibilities of a lawyer; however, they must be supervised by a lawyer. Hiring an articling candidate would be beneficial for the Town (financially, it is more effective to a hire an articling candidate than to retain an external lawyer or hire another lawyer) and beneficial for the articling candidate (he/she will gain the skills and experience they require to enter the legal profession).

Alignment with Council Priorities

This initiative supports providing appropriate level of resources to support service delivery.

Impact of Not Proceeding

If this position is not approved, the delivery of legal services may be delayed, deadlines may be missed, agreements may not be entered into in a timely manner, projects may not be completed, additional lieu time/overtime may be incurred.

Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	-	-	1.0
Gross Expenditures ($000s):			
Wages and Benefits	-	-	85.9
Staffing Costs*	-	-	5.0
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	-	-	90.9
Non-Tax Revenues ($000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	-	-	90.9

*Includes training, memberships, computer, space accommodation & other equipment

Comparative Analysis / Performance Measure

Hourly rate comparison between external lawyer (average), internal lawyer and proposed articling student
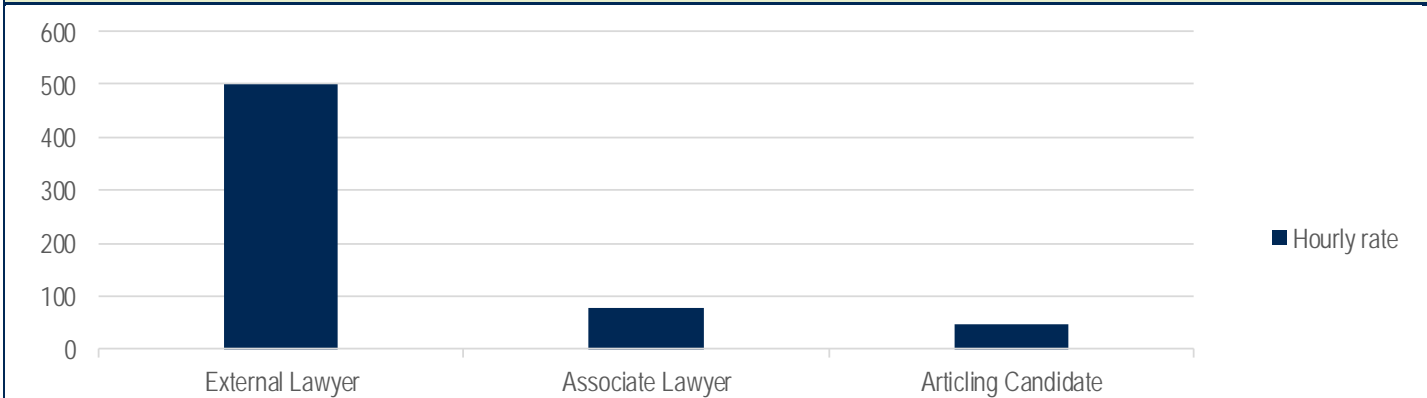
Legal Services handles most legal matters in-house. Files that are beyond the expertise of staff or are of a controversial nature are outsourced to external lawyers. Recent legislative changes, such as OMB reform, cannabis legalization the modernization of the Construction Act have increased the legal opinions requested of Legal Services staff. In addition, there has been an increase in the review of legal documents and agreements in procurement matters and other matters as more parties are ensuring that any agreements made between the parties are in writing and legally binding. Lastly, there was been a spike in planning appeals as a result of developers wanting to ensure that their applications fall under the previous legislation and as a result of the passing of the Town`s comprehensive zoning by-law. It has become increasingly difficult for Legal Services staff to provide legal advice and services within a timely manner. An articling candidate would be able to handle the routine files and agreements, which is more cost effective than outsourcing these routine matters to an external lawyer.

Articling is the final step before becoming a licenced lawyer

In order to work as a lawyer in Ontario, a person needs to be licensed with the Law Society of Ontario. The licensing process requires a candidate that has finished law school to, among other things, obtain experience working in a legal environment by completing a 10-month placement. The articling candidate is supervised by a licensed lawyer and will assist Legal Services in all aspects of legal work, including conducting legal research, providing opinions, drafting letters and memorandums, reviewing and preparing simple or routine agreements, drafting Council reports and bylaws, and attending meetings.

Intentional Blank