

▶ CORPORATE
SERVICES

AS APPROVED ON DECEMBER 10, 2019



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 responsible for special projects and strategic initiatives that help the Town achieve organizational excellence and innovation

Corporate Services organization

The department has six divisions 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. Legal Services provides legal advice, interpretations and opinions, and 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, and employee and labour relations.

Information Technology provides technology service 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. The Corporate Accessibility and Inclusion function also resides in Access Aurora.

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 and the Project Management Office. These responsibilities fall directly under the Office of the Director.

Corporate Services budget by division

	2019	2020	2021	2022
Budget (\$000's)				
Legal Services	1,487.0	1,572.2	1,731.0	1,911.5
Legislative Services	709.8	745.6	785.5	815.4
Elections	92.5	92.5	92.5	110.0
Human Resources	836.4	964.9	1,093.6	1,121.7
Information Technology	2,208.8	2,724.8	3,084.1	3,128.7
Bylaw Services	719.3	801.1	827.5	864.7
Animal Control	101.1	105.0	106.8	109.7
Access Aurora	874.6	888.3	969.1	993.8
Corporate Initiatives	443.5	470.3	484.6	499.8
Proposed Budget	7,472.9	8,364.7	9,174.6	9,555.2
Budget Change		891.8	809.8	380.6
Permanent Full-Time Staffing (FTE):				
Opening Staffing		47.0	52.0	56.0
New		2.0	4.0	2.0
Conversion		3.0	-	-
Proposed Staffing		52.0	56.0	58.0

2019 Accomplishments

In 2019, Corporate Services accomplishments include:

- Received Excellence Canada Silver Certification for the Excellence, Innovation and Wellness (EIW) Standard. The EIW standards assesses strengths in five key areas being leadership, planning, customers, people and processes.
- Continued development of Project Management Office. Governance framework established, oversight and reporting of high profile projects to Executive Leadership Team ensuring accountability and status tracking, training delivered to project managers across the organization to improve skills and consistency.
- Emergency Management Plan updated to reflect organizational changes ensuring compliance with Emergency Management and Civil Protection Act.
- Successful implementation of Animal Services partnership whereby Aurora is providing Animal Services to Aurora, Newmarket and Georgina. This partnership has been extremely successful and well received by all three communities at a time of uncertainty with respect to Animal Welfare.
- Improved winter parking program assisting Operations in winter maintenance. Implementation of Just-in-Time parking permits for the 2019/2020 season will provide some flexibility for residents to accommodate guests.
- Delegation of Authority Bylaw completed creating a more efficient and effective organization.
- Training Matrix developed identifying legislated and required training for all full time positions.
- Ministry of Labour endorsement for a Multisite Joint Health and Safety Committee based on the Town's robust Health and Safety standards and overall program.

2020 to 2022 operating budget overview

The net operating budget for Corporate Services was approved to increase by \$891,800 in 2020, \$809,800 in 2021 and \$380,600 in 2022. These increases are mainly due to staffing requests related to modernization and growth. The Corporate Technology Strategic Plan has identified a significant gap in technology business solutions and identifies the need for additional resources over the next three years to deliver on major projects planned in the near future such as the Human Resources Information System, financial system and process digitization. Other staffing requests support growth both internally and externally in Human Resources, Legal Services, Bylaw Services and Access Aurora.

Corporate Services 2020 to 2022 financial summary

\$000's	Net Actual Results		2019	2019	Approved Budget		
	2017	2018	Net Fcst*	Budget	2020	2021	2022
Expenditures	7,083.1	7,684.2	8,253.5	8,269.9	9,330.6	10,160.2	10,559.4
Non-Tax Revenues	(376.4)	(573.3)	(832.9)	(797.0)	(965.9)	(985.7)	(1,004.2)
Net Tax Levy	6,706.7	7,111.0	7,420.6	7,472.9	8,364.7	9,174.6	9,555.2
% Tax Funded	95%	93%	90%	90%	90%	90%	90%
Net Budget Change	\$	404.3	309.6	52.3	891.8	809.8	380.6
	%	6.0%	4.4%	0.7%	11.9%	9.7%	4.1%

*Net forecast as of August 31, 2019

Key priorities

The 2020 to 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 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.

Corporate Services budget changes

	2020		2021		2022	
	FTE	\$000's	FTE	\$000's	FTE	\$000's
Base						
Salaries & Benefits including COLA, step increases and other approved staffing actions	-	249.5	-	200.0	-	85.5
Net Revenue Changes	-	9.4	-	(19.8)	-	(18.5)
Insurance Fees	-	55.2	-	60.8	-	66.8
Personnel Administration	-	20.0	-	-	-	-
Contracts (including software annual maintenance)	-	15.5	-	41.1	-	2.9
Courses & Seminars (including Corporate Courses)	-	12.6	-	0.6	-	1.1
Consulting	-	15.0	-	20.0	-	(10.0)
IT increases related to supporting departments	-	135.1	-	-	-	-
Other operating changes	-	13.5	-	(48.4)	-	51.0
	-	525.8	-	254.3	-	178.8
Capital Operating Costs						
Project Manager, PMO Office (conversion from temporary to permanent full-time)	1	136.2	-	-	-	-
Project Manager, PMO Office capital funding recovery	-	(136.2)	-	-	-	-
HRIS Maintenance & Support	-	-	-	175.0	-	-
	1	-	-	175.0	-	-
Maintaining Service Levels for Growth						
IT Positions (2) - Strategic Plan Implementation	2	252.0	1	111.8	1	111.8
By-Law Summer Student	-	11.5	-	-	-	-
HR Consultant	-	-	1	108.8	-	-
Legal Assistant	-	-	1	74.2	-	-
Legal Articling Student	-	-	-	-	1	90.0
Uplift P/T Customer Service Representative to F/T	-	-	1	55.7	-	-
Parking/By-law Officer (conversion of 3 P/T to 2 F/T)	2	8.5	-	-	-	-
	4	272.0	4	350.5	2	201.8
Enhancements and Transformation						
IT Enhancements - IT Strat Plan	-	94.0	-	30.0	-	-
	-	94.0	-	30.0	-	-
Total Net Budget Change	5	891.8	4	809.8	2	380.6

Corporate Services initiatives

Customer

- Customer Experience Plan implementation
- Electoral System Review
- Development of Corporate wide Risk Management Program

Modernization

- Implementation of the Technology Strategic Plan
- Review and update of By-laws including Noise, Property Standards, and Clean Communities

People

- Implementation of Human Resources Information System (HRIS)
- Employee Engagement Survey and Action Plan

Corporate Services SNAPSHOT



924
devices supported



2,982
Animal Services Calls
Responded to January
2019 to October 2019.



328
service
requests related to
the Town's Clean
Yards Bylaw from
May 1 to September 1

115
projects identified in
the
IT Strategic Plan to be
completed over the
next 3 years



4,876
IT help desk requests
anticipated for 2019



115
Recruitment
requests
in 2019



ACCESS AURORA
**Customer
Service**



46,388

**Total call volume
(January to end of
September 2019)**



3,517

**Abandoned calls
(January to end of
September 2019)**



Recommendation

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

Rationale/Benefits

As part of the 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 Technology 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 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 transformational 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 IT Strategic Plan.

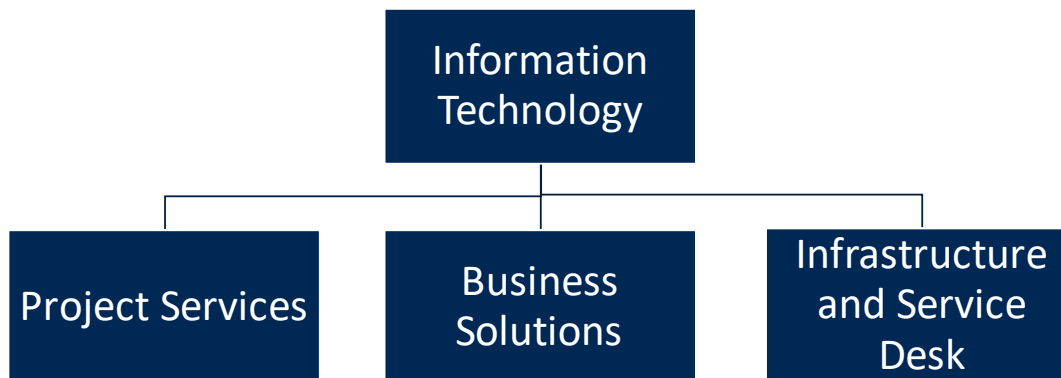
Incremental Operating Budget Impact

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

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

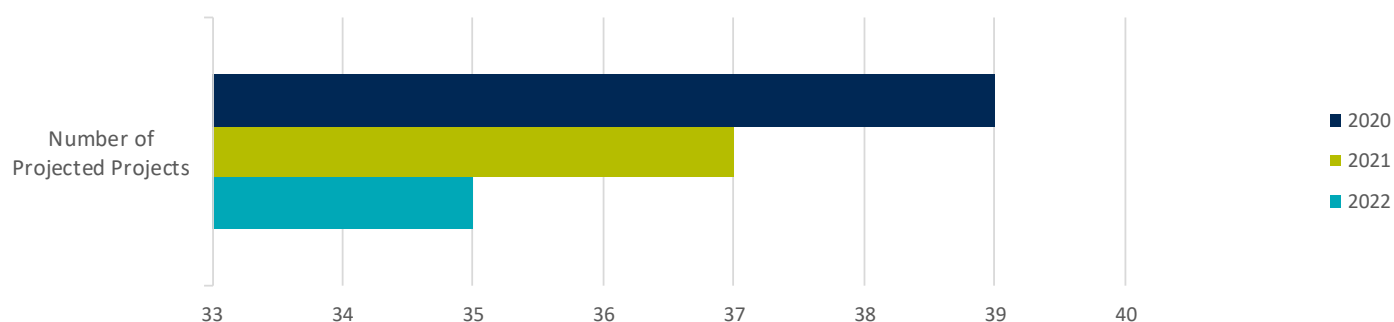
Comparative Analysis / Performance Measure

IT will be repositioned to be a strategic partner



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 Technology Strategic Plan Workplan



The 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.



Recommendation

Convert the Project Manager contract position to a full time permanent position to ensure the Town continues to effectively manage the delivery of capital project portfolio

Rationale/Benefits

In April of 2018, Council directed staff through a resolution to implement and oversee a comprehensive project management discipline for the oversight of the current major construction projects underway with the Town. Furthermore, the project audit of the Joint Operations Centre indicated that the Town was lacking a standardized project management discipline and framework. A Project Manager was retained on a two year contract to establish a Project Management Office (PMO).

The PMO mandate is to enable project practitioners and the organization to be successful through four main pillars as stated below

- Project Management Methodology and Framework
- Project Portfolio Reporting and Performance Measurements
- Training, Coaching and Mentoring
- Document and Knowledge Management

Significant progress has been made with respect to the project management framework and reporting. The level of engagement and type of services offered by the PMO are assessed collaboratively with the Project Team based on the project's strategic alignment, complexity, resourcing needs and PMO capacity.

The PMO engages with Project Executives, Project sponsors, Project Managers and Project Team Members in an advisory and support capacity.

As the Town invests significant funds year over year to capital Projects, the establishment and ongoing oversight of this large portfolio is critical to ensure projects are effectively managed within the framework which includes ongoing tracking of reporting of progress, financial risk, change orders, stakeholder engagement, change management and project close out.

Alignment with Council Priorities

Council Report CAO18-003 recommendation, That the CAO implement and oversee a comprehensive project management discipline for the oversight of the current major projects underway with the Town.

Impact of Not Proceeding

The risk of not establishing a permanent PMO is that there will be a lack of Corporate oversight of all projects, particularly with large, complex, high profile projects.

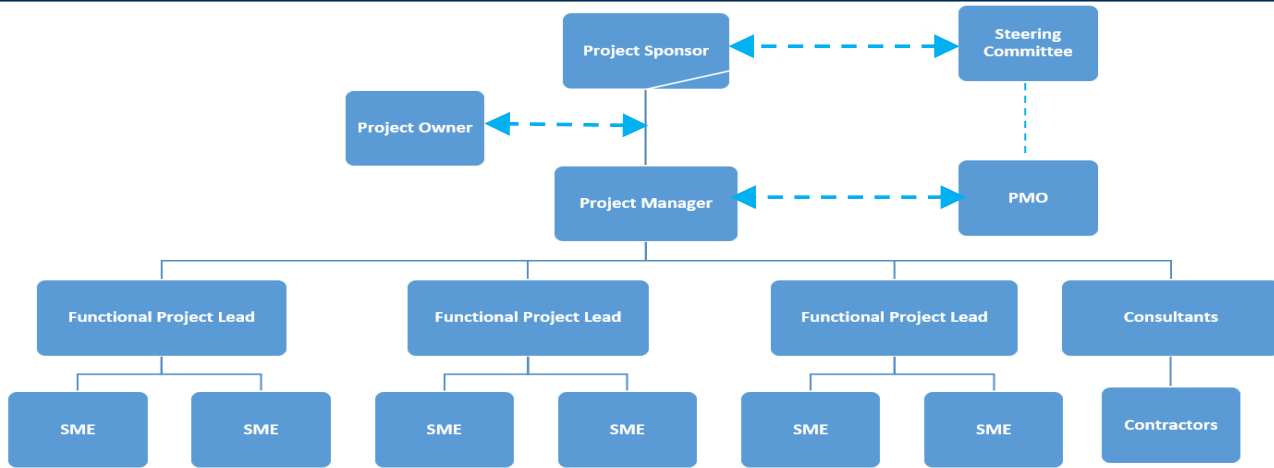
Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	1.0	-	-
Gross Expenditures (\$000s):			
Wages and Benefits	136.2	-	-
Staffing Costs*	-	-	-
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	136.2	-	-
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other - Capital Project Funding	136.2	-	-
Total Revenue	136.2	-	-
Net Tax Impact	-	-	-

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

Comparative Analysis / Performance Measure

Project Governance Framework



The benefits of establishing a Project Management Office (PMO) include: ensuring sufficient corporate capacity and resources to deliver projects, monitoring compliance with project management standards, policies and procedures through project audits and reporting, coaching, mentoring, training and oversight pertaining to project management and direct facilitation of identified major projects.

Ten Year Capital Project portfolio

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Totals
Repair & Replacement	\$20.2M	\$17.3M	\$12.7M	\$9.6M	\$13.7M	\$10.9M	\$10.3M	\$12.2M	\$8.7M	\$5.9M	\$121.7M
Growth & New	\$3.3M	\$43.6M	\$4.7M	\$5.8M	\$5.2M	\$8.1M	\$0.2M	\$0.1M	\$0.1M	\$2.0M	\$73.1M
Studies & Other	\$1.1M	\$0.3M	\$0.03M	\$0.9M	\$0.5M	\$0.3M	\$0.1M	\$0.1M	\$0.1M	\$0.04M	\$3.4M
Total	\$24.6M	\$61.2M	\$17.4M	\$16.3M	\$19.4M	\$19.3M	\$10.6M	\$12.5M	\$8.9M	\$8.0M	\$198.2M

Although the number of projects and dollar value fluctuate year over year, we will continue to invest in Capital Projects ensuring Aurorans for generations to come are able to enjoy a high quality of life and sense of community pride.



Bylaw Services Parking Enforcement Officer position conversion

Bylaw Services

Space Needs Confirmed

Yes

Recommendation

Eliminate three (3) existing part time Parking Enforcement Officer positions and replace with two (2) full time Parking Enforcement Officers which will minimize staff turnaround and training costs while ensuring departmental financial sustainability.

Rationale/Benefits

The Bylaw Services team is currently looking to address staffing concerns related to population growth and service re-alignment from York Regional Police Service. The conversion of three part-time Officers into two full-time Parking Enforcement Officer position will support growth associated with higher density, and downtown revitalization.

This role will provide key support in assisting the Town in current and future needs relating to: public safety, traffic flow, traffic management, and increased public complaints.

In the absence of legislative changes, these two positions will remain cost neutral due to an offset in parking revenues. Should the Town make amendments to existing parking legislation, it is projected that these positions will be revenue generating which will assist in offsetting Bylaw Services departmental operating budget.

The key elements of adding these positions to the team include:

- Increased Bylaw Services coverage to assist with community expectations surrounding parking, noise, sign complaints, and road fouling.
- Reduction in recruitment costs related to high staff turnaround in part time by law positions. (Avg. 3.1 Years for Part Time Officers vs 13.1 Years for Full Time). This will create stability and reduce turnover while also allowing officers to become more familiar and involved with the community.
- Supportive of York Regional Police service re-alignment, which is seeing an increase in calls diverted to Bylaw Services (Noise, Parks, etc.)
- Reduction in training and equipment costs associated with hiring and equipping new officers
- Increased officer response times to parking concerns
- Increased community presence and visibility.
- Continued support of the Town's Roads Department to ensure winter road clearing is completed within legislated requirements.

Alignment with Council Priorities

This position would support the Town's Community Strategic Priority to "Promote and sustain a vibrant community that enhances the quality of life" by:

- Managing Transportation
- Balancing the needs of our business community and our residents/neighbours.
- Continuing to build strong community partnerships.

Impact of Not Proceeding

Bylaw Services will continue to enforce all parking enforcement related concerns within existing resources, however due to an increase in community expectations our existing service standard may decline.

Proceeding at a later time will delay the modernization of the the Town's bylaw modelling which may prove more challenging to implement as future growth slows. In addition, the Town may be at risk of addition costs of high staff turnaround.

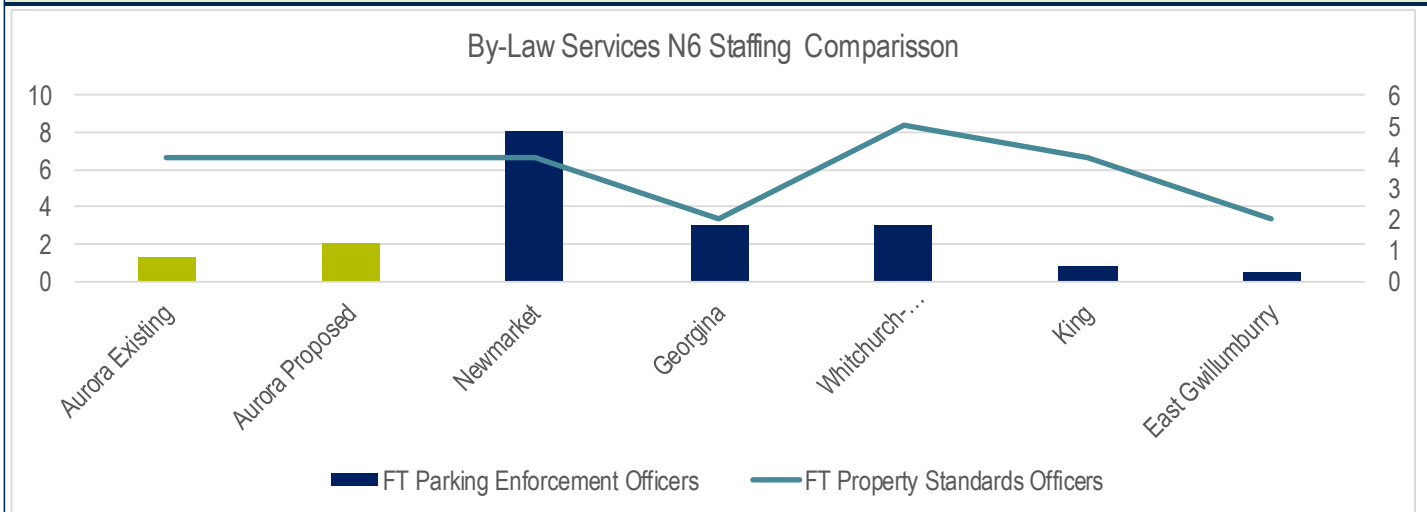
Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	2.0	-	-
Gross Expenditures (\$000s):			
Wages and Benefits	163.0	-	-
Staffing Costs*	5.0	-	-
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	168.0	-	-
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	25.6	-	-
Water Rate/Building Recovery	-	-	-
Other - [Reduce P/T]	133.9	-	-
Total Revenue	159.5	-	-
Net Tax Impact	8.5	-	-

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

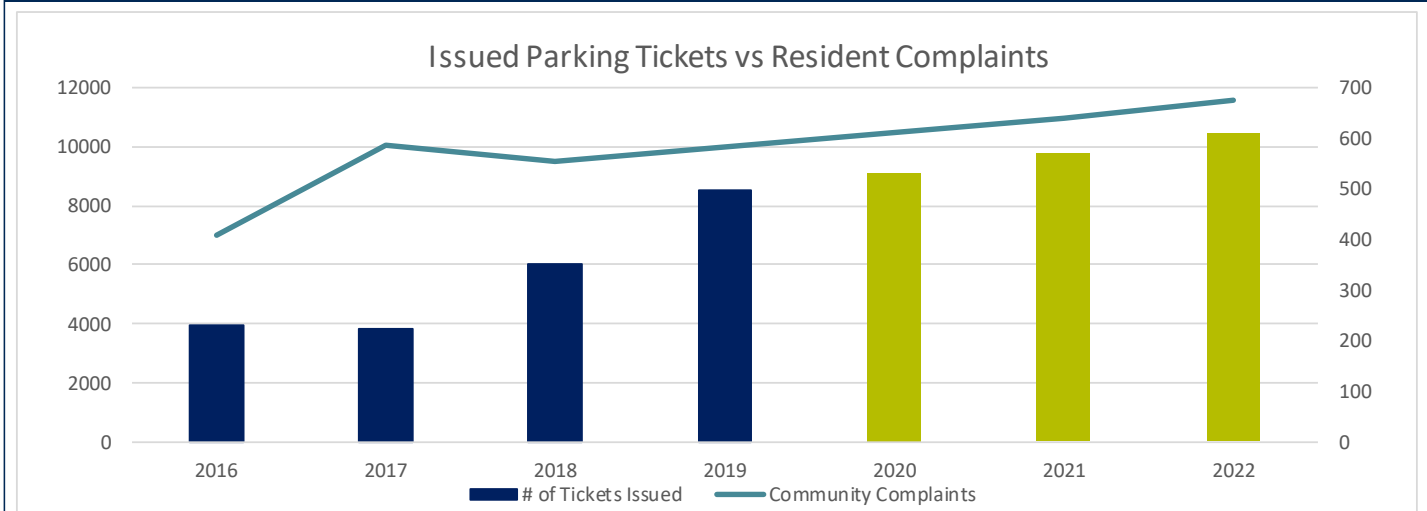
Comparative Analysis / Performance Measure

Staffing structure compared with neighbouring N6 municipalities.



The above bar graph is reflective of Aurora's current and proposed staffing levels in comparison to neighbouring N6 municipalities. The line graph indicates how many Property Standards Officers each municipality has in comparison to Parking Enforcement Officers. * Whitchurch-Stouffville's number for Parking Enforcement Officer's is reflective of a proposed increase of 2 FT Positions. In comparison to neighbouring N6 municipalities, the proposed staffing change would see a dedicated Parking Enforcement Officer rate of 1:32,000 residents. This ratio compares to 1:11,000 in the Town of Newmarket, and 1:25,000 in East Gwillumbrury respectively.

As Aurora continues to grow, so does its parking challenges; the Town's growth has resulted in annual increases to issued parking violations



As a result of increased density, population growth, and projected intensification in the downtown neighbourhood, Bylaw Services is projecting continued demand pertaining to parking violations. The above graphs shows significant annual increases which correlates with recent population growth. The above numbers are based on projections supported by existing parking legislation with an average annual increase of 8-12%. If a strengthened townwide parking limit is introduced an increase of 10-15% is obtainable. Based on projected numbers, the approval of 2 FT Parking Officers would be cost neutral while still providing \$45-55K in additional departmental revenue.



Access Aurora - Customer Service CSR Uplift P/time to F/time

Corporate Services

Space Needs Confirmed

Yes

Growth

Recommendation

Uplift and existing permanent part/time position to a permanent full/time position to supplement existing front line CSR team complement, raising it from 5 to 6

Rationale/Benefits

For the past 2 years the Access Aurora team has stretched the current staff complement (5FTE) and added services such as 2nd location at JOC, extended hours on Tuesday nights until 8:30pm, conducted annual Access Aurora Town Hall “Pop Up” events (approx. 15+ per year). We have also assisted other departments with delegated additional tasks that have been downloaded to this unit, in addition to assisting departments with special projects or tasks on an ad hoc basis. Access Aurora is also the 1st point of contact for our growing number of residents (59K) and first point of contact for all tax/water inquiries on behalf of finance. (Projected to have over 37,000 account holders in tax/water for 2019, due to increase in population, occupancy of 2C lands)

In order to maintain the current level of service that is being provided at both locations, the uplift is desired so that we can continue to offer the services that our internal/external customers have become accustomed to from the centralized hub. The uplift will add stability to the unit and will remove the need for 12 hour shifts on Tuesdays, reduce banked lieu time and/or overtime or reduce the need to use temp agency staff to piece support together for unexpected absences, vacations or illnesses. Customer service is crucial to the day to day operations of the entire corporation.

Key points which justify the need and benefit to making the investment in the initiative:

- Maintains level of streamlined services at both locations (Town Hall and JOC) and provide the ability to improve
- Helps to maintain enhanced current services such as commissioning of documents, licensing and civil ceremonies (Generating additional revenue)
- Uplift will allow us to delegate an additional division registrar among the staff complement with the province to conduct provincial activities such as Alcohol and Gaming Commission of Ontario applications for lottery/gaming, alcohol permit applications, marriage license and burial permits – generating additional revenue)
- Uplift Additional CSR staff will better support CRM optimization, corporate wide support to divisions using CRM tool
- The uplift will still need to maintain some part-time budget for summer student funds and on-call casual CSR hours

Alignment with Council Priorities

This request is in alignment with the Corporate and Council priority to deliver exceptional customer service consistently. This request also supports other Council Priorities in a supportive role. (Assisting all departments on day to day activity, supporting corporation at large).

Impact of Not Proceeding

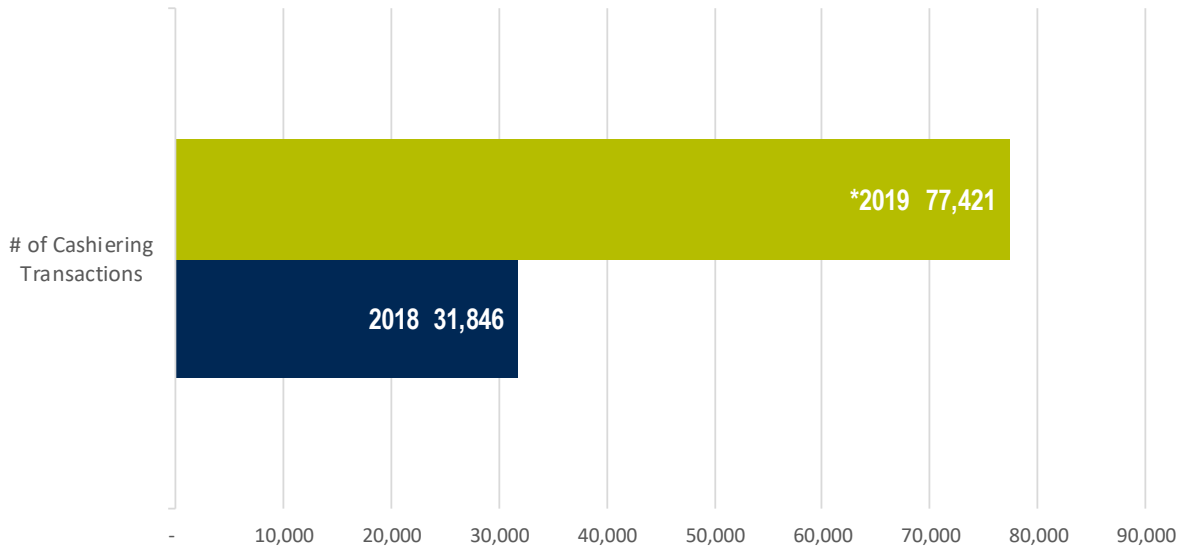
If the uplift is denied - the unit will be at risk to maintain service levels and will find it difficult to take on any additional tasks for divisions. With growth and Town activity and various projects this increases interactions with residents/visitors. The more activity the Town is engaged in, increases triage for inquiries / phone / emails, etc. The unit is at risk of failing, burn out and reducing current service levels if the uplift is not granted. Longer call wait times, line ups and moving to appointment based services versus offering walk in services would occur.

Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	-	1.0	-
Gross Expenditures (\$000s):			
Wages and Benefits	-	55.7	-
Staffing Costs*	-	-	-
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	-	55.7	-
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	-	55.7	-
*Includes training, memberships, computer, space accommodation & other equipment			

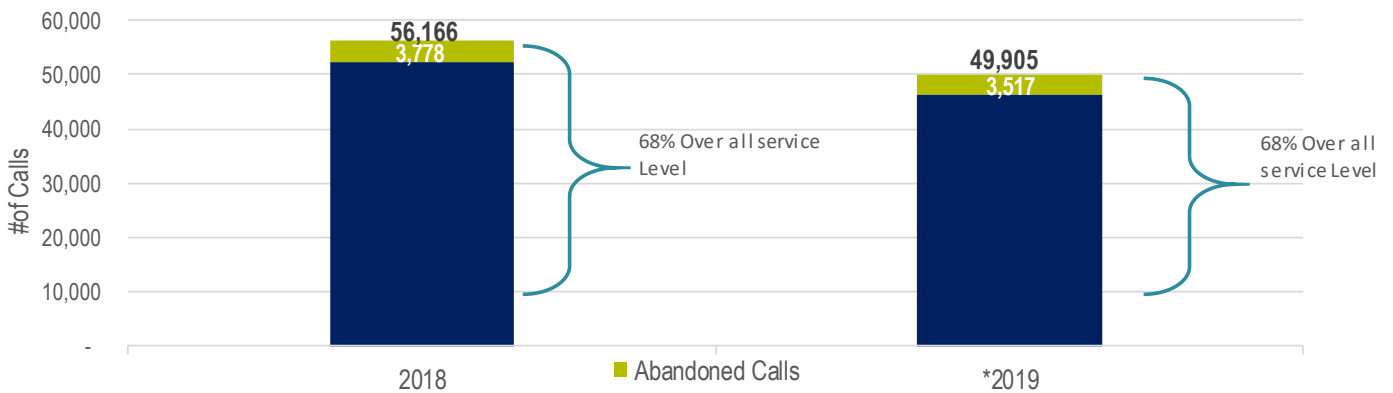
Comparative Analysis / Performance Measure

Number of Annual Cashiering Transactions



*2019 includes data up to September 30th, 2019

Annual Number of Calls with Number of Abandoned Calls and Overall Telephony Service Level



*2019 includes data up to September 30th, 2019

Access Aurora continues to see an increase in growth and phone call activity to the centralized hub of Access Aurora. Calls abandoned, are callers dropping the call when the CSR team can not reach the caller waiting in the call centre queue in an efficient time. By our 3rd quarter over 3500 callers had abandoned their calls due to waiting for a CSR to answer in less than 90 seconds



Recommendation

Request that an additional staffing complement be approved to maintain existing service levels within Human Resources

Rationale/Benefits

The Human Resources Division is the organization's strategic partner with department heads, managers and their teams and with individual employees to provide strategic, customer oriented human resources initiatives, programs and services to drive a high-performing workforce to support the corporation's mission, vision and strategic goals in the most innovative, efficient and effective manner. The Town's current annual Human Resource cost is 31 million. Every employee (human resource) that is hired, is an investment and must be "managed" effectively throughout the employment cycle to ensure the best return on investment. The core services and competencies of the Human Resources Division include strategic planning (for HR alignment), legislative compliance, policy development, recruitment, onboarding, compensation and benefits, staff planning, employee and labour relations, organizational learning and development, performance management, health and safety, disability management, recognition, succession planning, and workplace wellness and engagement. The HR Consultant plays a factor in executing all these elements at the departmental level within the business units. The HR Consultant is the employee facing expert that handles all employee issues from onboarding to off boarding, essentially the entire employee lifecycle.

Human Resources has expanded our service model delivery without an increase to the HR consultant headcount compliment since 2010 (which provided a .5 fte part time uplift). Prior to 2010 we had a total workforce of 348 staff, and in 2018 we reached a workforce of 550 staff.

This position is instrumental in the support of achieving and maintaining an existing defined service standard for the Town.

With the additional pressure of 200 additional staff to our workforce without HR staff increase, the increase in transactional volume adds tremendous stress and OT time requests on current staff to meet business requirements. Municipal best practice promotes additional HR headcount for every additional 50 new staff.

Alignment with Council Priorities

This position supports all elements of the "people" objective in the Strategic Outcomes. This position will be key to achieving the deliverables outlined.

Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	-	1.0	-
Gross Expenditures (\$000s):			
Wages and Benefits	-	107.8	-
Staffing Costs*	-	1.0	-
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	-	108.8	-
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	-	108.8	-

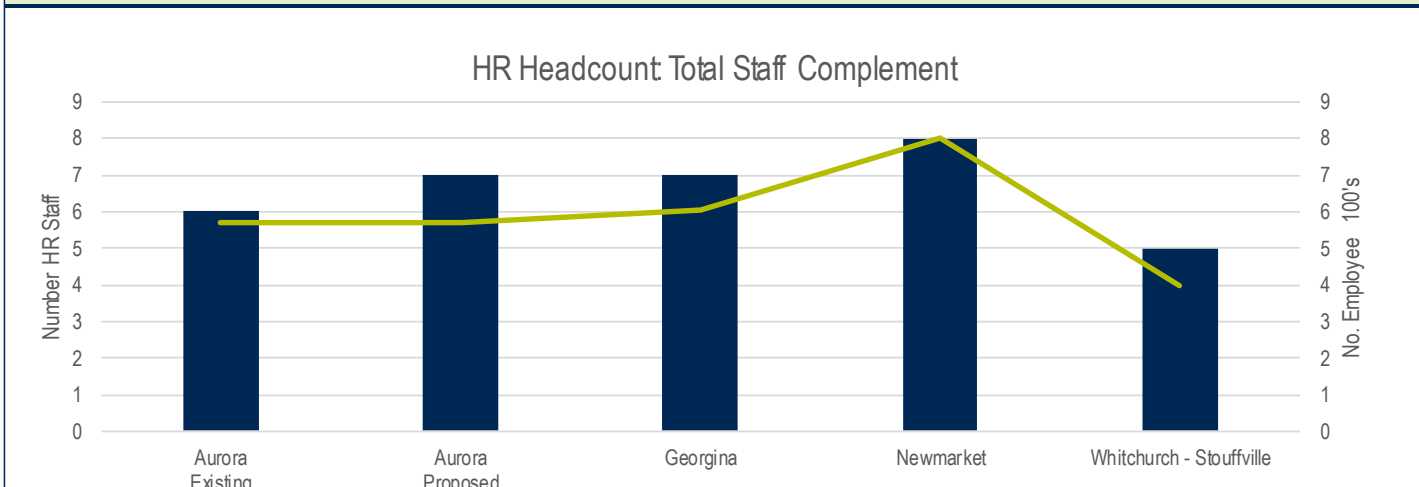
Impact of Not Proceeding

Impact of Not Proceeding would result in increased over time costs (HR staff consistently exceed their lieu allowance of 70 hours per year) and staff burnout is a real concern with regards to their personal wellness. Delayed service delivery regarding time to fill - recruitment, project delivery delays, reduced ability to meet business requirements regarding training and succession planning, performance management lapses and associated litigation risks, decreased HR presence in the workplace impacting morale and labour relations. Lack of resourcing will also decrease internal service levels and meeting corporate objectives.

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

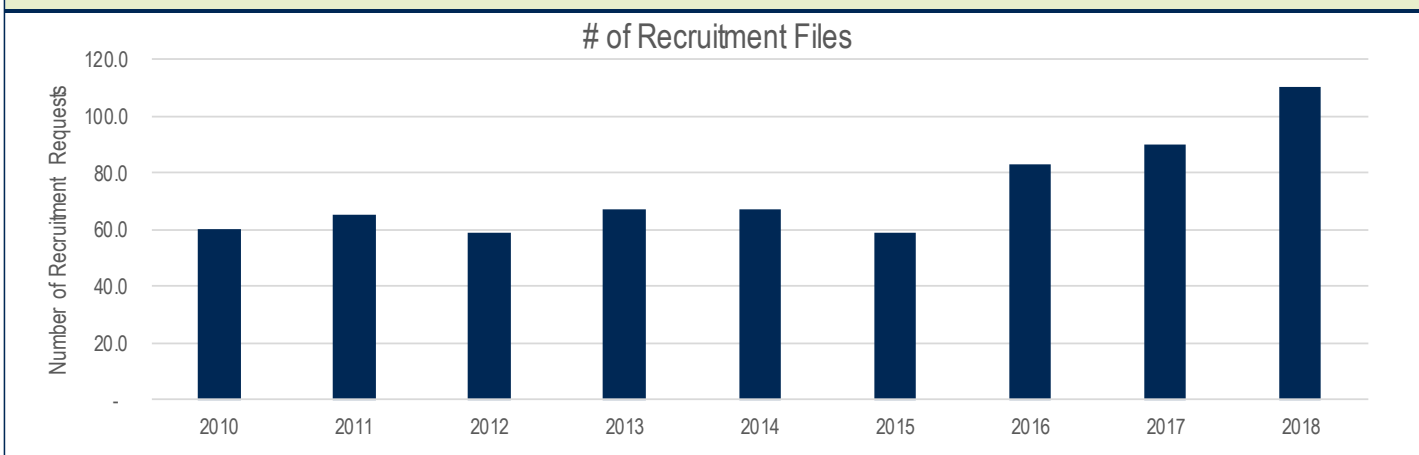
Comparative Analysis / Performance Measure

HR Staff by Municipality- The chart demonstrates HR headcount comparison to other local municipalities.



The graph above demonstrates the HR support staff for Aurora (included proposed state) compared to similar work forces in our geographical area. Our request would bring us in line with Georgina, whose staffing compliment is closest to that of Aurora. Newmarket is slightly larger, WS slightly smaller. All 3 municipalities above have also requested additional HR support so the numbers will continue to increase.

HR Recruitment Requests - This chart demonstrates the increase in recruitment pressures.



This graph demonstrates one element of the HR Consultant position which is recruitment management. This has steadily increased over the years, and this trend will continue with an increase in local competition for specialized roles and projected retirements. Recruitment easily accounts for 60% of the HR Consultants day, leaving minimal time for coaching, performance management, proactive Employee Relations risk mitigation, and workplace investigations.



**Legal Assistant
Corporate Services**

Space Needs Confirmed

Yes

Recommendation

Hire a legal assistant to assist the Legal Services Division.

Rationale/Benefits

Currently, the duties of a legal assistant are performed by the Claims and Legal Coordinator position who also assists with claims. The amount of claims and litigation (both insured and uninsured) are increasing every year. The insurance industry has predicted that the rise in claims will continue over the next several years.

Legal Services handles all claims that are within the insurance deductible in-house. At this time, the insurance deductible is \$10,000. It is anticipated that the Town will be facing a substantial rise in insurance premiums due to the significant increase in complex claims, population growth and a hardening insurance market. It is anticipated that the Town will be required to increase its insurance deductible in 2020 to either \$25,000 or \$50,000 to achieve cost savings on rising insurance premiums. As a result, the amount of claims that will be handled fully in-house will continue to increase and work that was previously completed by the insurer or lawyers hired by the insurer, will need to be completed in-house. There is no capacity in Legal Services to assume this additional work.

Further, the Legal Services Division is intending to revise the Town's risk management policy and implement a risk management plan which will include substantial review and revision of policies, processes and procedures. This work will primarily be completed by the Town's Paralegal which will result in the Town's claims being downloaded to the Claims and Legal Coordinator who is already working at full capacity in the current role. It is becoming increasingly difficult for the Claims and Legal Coordinator position to assist with both insurance related matters and provide an administrative function to the division. A legal assistant is required to assist with the efficient operation of the Legal Services Division, which will result in the delivery of legal services to Council and to the client departments in an effective and timely manner.

Alignment with Council Priorities

Hiring this position will provide appropriate level of resources to support service delivery.

Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	-	1.0	-
Gross Expenditures (\$000s):			
Wages and Benefits	-	71.3	-
Staffing Costs*	-	3.0	-
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	-	74.3	-
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	-	74.3	-

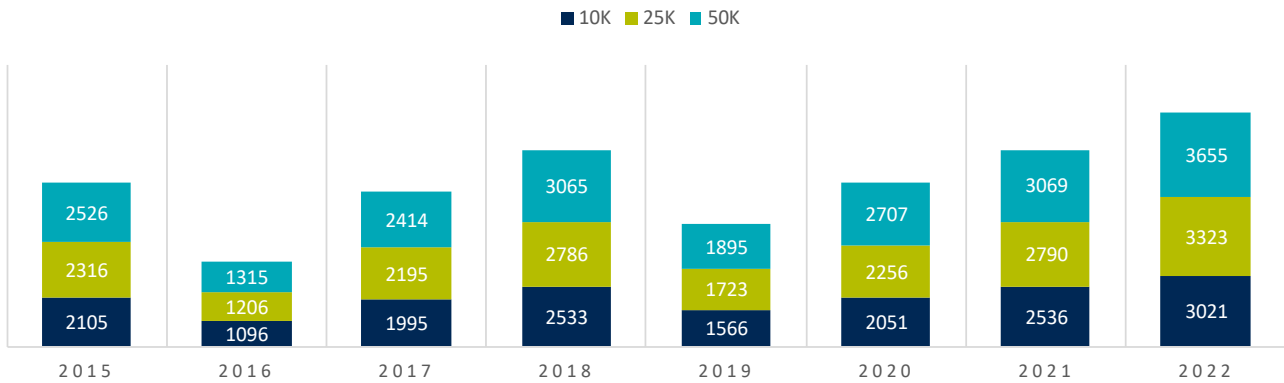
Impact of Not Proceeding

If this position is not approved, the Claims and Legal Coordinator position will continue to do both roles. The delivery of legal services may be delayed, deadlines may be missed, including court deadlines, decrease in service levels to the corporation, claims may not be handled in a timely manner, delay in implementing the risk management policy and plan and therefore, corporate liability, invoices may not be paid in a timely manner.

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

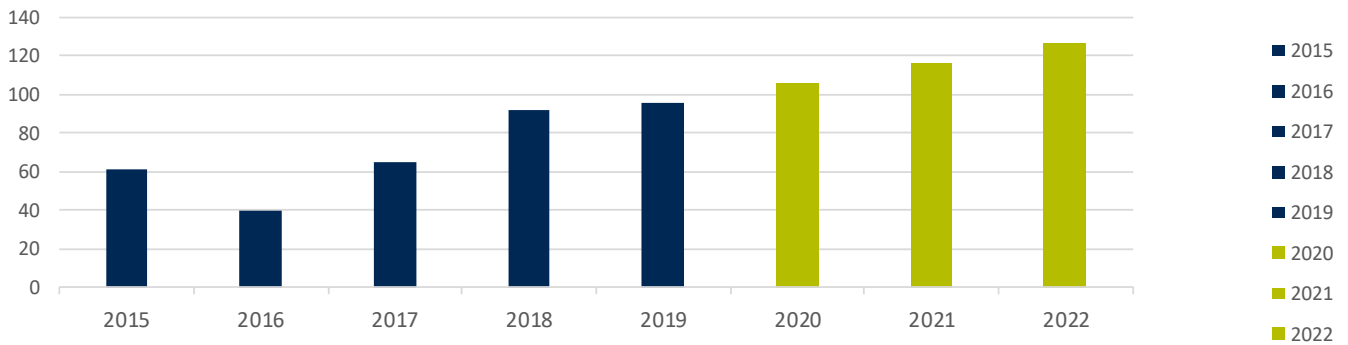
Comparative Analysis / Performance Measure

Staff Time (in hours) to handle claims will increase if the insurance deductible increases



Although Town staff handled more claims in 2019, than in 2018, many of the claims in 2018 were more complex (i.e litigation claims) and required additional staff time. It is projected that the Town will receive 10 additional claims each year over the current year. An average litigation claim takes approximately 100 hours of staff time to complete, while an average property damage claim takes 15-20 hours. An increase in the insurance deductible over the existing \$10,000 will result in more claims being handled in-house requiring additional staff time.

Number of insured and uninsured claims managed by Legal Services continue to grow in number and complexity



In addition to new claims, approximately 20% of the claims in each year remain open for a number of years and continue to be dealt with in-house by staff.



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 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.

Incremental Operating Budget Impact

	2020	2021	2022
Staffing - # of FTEs	-	-	1.0
Gross Expenditures (\$000s):			
Wages and Benefits	-	-	85.0
Staffing Costs*	-	-	5.0
Offsetting Savings/Efficiencies	-	-	-
Other - Memberships	-	-	-
Total Gross Expenditures	-	-	90.0
Non-Tax Revenues (\$000s):			
User Fee/Other Revenues	-	-	-
Water Rate/Building Recovery	-	-	-
Other	-	-	-
Total Revenue	-	-	-
Net Tax Impact	-	-	90.0

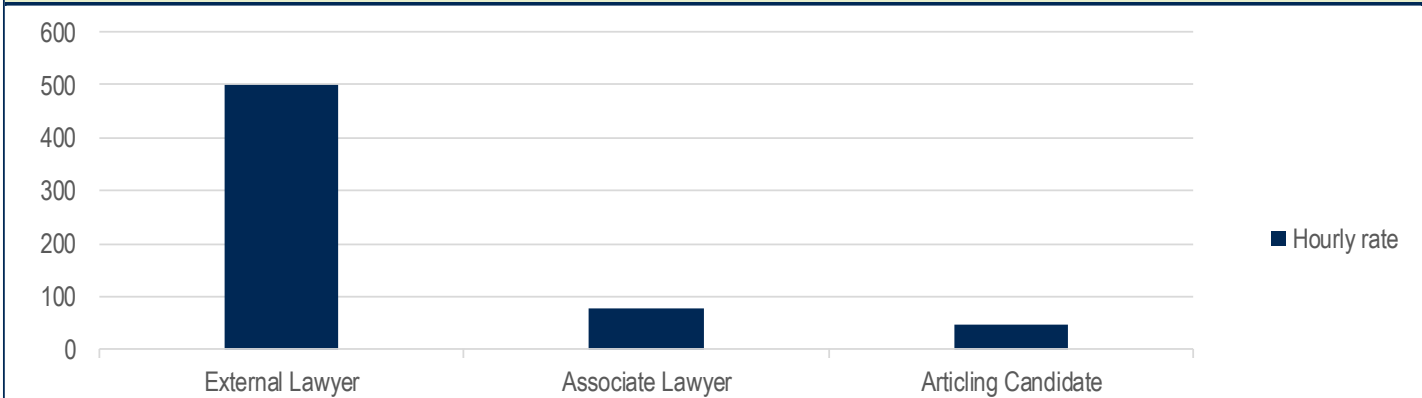
Impact of Not Proceeding

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.

*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