



2017 Objectives Overview

Department name: Office of the CAO – Corporate Communications

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments
Develop a comprehensive Communications and Community Engagement Policy		●	In progress	Survey closed Q4. Final report scheduled for Q1 2018.
Create a marketing plan to promote plans for the cultural precinct		●	Complete	Initial plan created and communications will continue as developments occur.
Implement tools and technologies promoting citizen engagement		●	Complete	Implemented text message alerts, PlaceSpeak and additional social media platform.
Promote the benefits of recreation and healthy lifestyles		●	Complete	Will continue to generate content promoting programs, facilities and outdoor activities.
Continue to build on our relationship with the Chamber of Commerce to explore opportunities for marketing, advertising and cross-promotion		●	Complete	Cross-promoted multiple events, contributed to Chamber newsletter and sponsored multiple events. Collaboration between the Town and the Chamber continues.
Work with PRCS to develop a new advertising and sponsorship package		●	In progress	New sponsorship poster being designed. New package to be developed following upcoming Council decisions re: sponsorship and advertising.
Utilize communications channels to support plans to revitalize downtown core		●	In progress	Communications will be working closely with the new BIA and Economic Development Board to support their efforts.



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Communicate with residents to promote waste diversion education programs			● Complete	Comprehensive marketing and advertising to promote waste diversion collection completed. Efforts will continue in 2018.
Promote community involvement in environmental initiatives through social media and increased media coverage			● Complete	Promoted environmental benefits of AFLC parking lot project, solar panels at the SARC, Eco-festival, Clean-up Day. Promotion of environmental initiatives will continue.
Internal Communications Strategy		●	In progress	Communications and HR to launch a large-scale community engagement survey following Excellence Canada process.
Communications training			● Complete	Training delivered to 18 staff members.



2017 Objectives Overview

Department name: Infrastructure and Environmental Services

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments
Implement changes to winter snow control to eliminate use of sand on roads.			● Completed	
Implement garbage bag limits and bag tag program to better align with N6 best practices.	●			Abandoned
Issue joint N6 tender for renewal of waste collection contract that expires fall 2017.			● Completed	
Convert street lights to LED for energy savings. Strategic Environment Master Plan.		●		In Progress 97% Completed to date
Initiate implementation of Town wide Stream Erosion Management Plan		●		In progress The Stream Management Master Plan is approximately 50% complete. Plan to have a 2 nd PIC for the project in the 3 rd week of January, with presentation to Council and project completion by February 28, 2017.
Stormwater Rate Review			● Completed	Final report to present conclusions will be presented to Council – Q1-2018
Initiate Climate Change Adaptation and GHG reduction strategy		●		In progress 12 GTA climate change plans were reviewed and 2 new objectives and 9 actions were added to a new section of the updated CEAP. A formal GHG reduction strategy is planned for 2020.



2017 Objectives Overview

Department name: Parks, Recreation and Cultural Services

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments	
Advancement of recommendations from the Parks and Recreation Master Plan and Sports Plan		●		In progress	Recommendations have been forwarded to 2018 Budget for consideration.
Public Art Policy		●		In Progress	Report scheduled for Q1 2018.
Implementation of recommendations coming out of the Cultural Master Plan		●		In Progress	Cultural Master Plan Implementation ongoing.
Implementation of the three-year plan for the Aurora Museum & Archives		●		In Progress	Next phase identified in 2018 Operating and Capital Budgets.
Update and review of the departmental Pricing Policy		●		In Progress	Scheduled for Q1 2018.
Review of the Facility Advertising and Sponsorship Policy		●		In Progress	Identified as option in 2018 Operating Budget.
Detailed design and tender preparation for the Wildlife Park		●		In Progress	Park plans awaiting approvals.
Detailed design and construction Mavrinc Park			●	Completed	
Ongoing discussions and negotiations regarding land acquisitions for parkland purposes		●		In Progress	Discussions are nearing completion.



2017 Objectives Overview

Department name: Planning and Building Services

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments
Fire Services review and inspections on building code matters – process improvements.		●	In progress	To complete internal service level review – Q1 - 2018
Development of a Septic Maintenance Program as required by Building Code regulatory changes.		●	Completed	Building By-law has been amended to include the fee for this program. Created the list of affected properties.
Preparation of a new Comprehensive Zoning Bylaw		●	Completed	Reviewing appeals. Pre-Hearing Conference scheduled for January 2018.
Lead the (re) development of the Cultural Precinct and Library Square		●	In progress	Secured notional funding. Completed concept plans. Received Council direction to demolish vacant buildings. Present draft site plan in December.
Work towards expanding online mapping services and geospatial three-dimensional (3D) modelling		●	Completed	Completed several 3D modelling projects. Continue to use ARCGIS Online as a platform for publishing online GIS content.
Continue to work to attract a new hotel to the Town of Aurora		●	Completed	Attracted several new hotel projects to Aurora.
Lead the development of an expanded economic development mandate and the creation of an Office of Economic Development.		●	Completed	Expanded Business Concierge and Business Visitation programs. Hired new EDO. Established Ec. Dev Board.
Preparation of Green/Sustainable Development Guidelines		●	In progress	Draft report to be presented to Council in Q1 – 2018.



2017 Objectives Overview

Department name: Corporate Services

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments	
Continue to monitor, evaluate and refine parking program working collaboratively with IES and the community		●		In progress	Ongoing, modifying winter parking program and active participant on traffic management working team
Develop a Property Standards strategy to address vacant buildings and absent property owners		●		In progress	Draft Vacant Building Registry Bylaw in progress, list of vacant buildings being maintained, expected completion Q1/18
Explore options for Animal Control and Shelter Service			●	Complete	Entered into MOU with N4 municipalities for shelter service, animal control being brought in-house
Review and update IT Strategic Plan including development of a software and mobility strategy		●		In progress	IT Strategic Plan requirements have been drafted, expected to go to market by year end to retain a consultant
Create IT Service catalogue and service level agreements with business units		●		In progress	Service level agreements with business units complete, IT service catalogue in draft, expected completion year end.
Completion of Council Chambers upgrade and meeting management suite projects		●		In progress	The original scope of the Council Chambers A/V Upgrade was completed in June and new Chamber improvements were completed in September. The Holland Room, although functional, has some outstanding A/V items and as a result this part of the project is flagged as yellow. The Meeting Management Suite was relaunched in September and has a Green status.



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Continue to expand CRM (customer relationship management) and telephony tools to track and report on trends within the community		●		In progress	Successful integration of additional business units into CRM. Telephony tools require enhancements for meaningful reporting, 2018 capital project pending
Expand Civil Wedding Program			●	Complete	Community promotion occurred and the program increased. Additional marketing to occur for 2018, new scripts and Mayor certificate drafted and under review
Leverage municipal partnership opportunities to enhance current IT services			●	Complete	Green– Several partnership opportunities have been leveraged (meeting management project and website hosting (Newmarket), project management comparators (York) and most recently change management best practices (Peel).
Draft work plan and clean-up of Town By-Laws to assist with the future implementation of a Municipal Code for the Town.		●		In progress	Legal Services is working towards the clean-up of Town By-laws on an on-going basis as By-laws arise. The Town Solicitor is working on determining what type of final clean-up is required (ex. Repeal, re-word, amend etc.)
Clarifying legal ownership of parking lot adjacent to Temperance Street in order to facilitate the objectives of the Promenade Study.		●		In progress	Task is currently on hold pending negotiations with interested party.
Complete the update of the Town-owned land index.			●	Complete	
Completion of records & document management plan project. Launch of phase 4 - EDRMS.			●	Complete	In final stages of completion. Expect to do a soft launch before Christmas, and a full production launch early in the new year



2017 Objectives Overview

Review and update the Delegation Policy and Real Estate Policy (Notice Policy and Accountability and Transparency Policy already updated in 2015), pursuant to subsection 270(1) of the <i>Municipal Act, 2001</i> , S.O. 2001, c. 25, as amended.		●		In progress	Continuous meetings are scheduled with staff to review and complete updated policies.
Identify, update, and create document precedents for client departments (one per department) to improve corporate efficiency and aid corporate standardization while adhering to risk management strategies for the Town.		●		In progress	The objective is ongoing as the need arises. Parts that have been completed are agreement precedents and the Procurement Insurance Requirement Chart.
Monitor litigation and administrative tribunal proceedings, taking an active role in same where appropriate.		●		In progress	Legal Services continues to monitor litigation and administrative tribunal proceedings with a view to minimizing costs.
Preparation for 2018 Election		●		In Progress	Preparations are well under way. A vendor will be selected before the holiday season, and two election coordinators will be starting in the new year
Revitalize corporate health, safety and wellness programs including job hazard analysis and development of training matrix and emergency procedures		●		In progress	Revitalized corporate health and safety programs, strengthened JHSC (need to apply to MOL for multi-site committee), developed key policies and procedures, ensure staff received mandatory training. Established wellness committee.
Revise and update Emergency Management Plan including development of a post-emergency Recovery Plan	●			Delayed	The Town is considering a partnership arrangement with the N6 group to accomplish this task



2017 Objectives Overview

Council Committee Review	●			Delayed	Staff resourcing did not allow this to be completed in 2017. A full review will be completed prior to the 2018-2022 term of Council
Review and update existing policies and procedures to ensure they are relevant and meet corporate values		●		In progress	A new Policy Manual was completed in Q2 along with new Policy Templates, Intranet site and communications protocol. Several policies have been updated to the new format and other updates are ongoing.
Obtain silver certification from Excellence Canada which includes the creation of a Customer Experience Plan	●			Delayed	Focus has been on completing a Customer Experience Plan which is also linked to the Corporate Priorities that were developed by ELT. The established corporate priorities will now allow the Excellence Canada initiative to proceed.
Implement process mapping standard to capture and document corporate knowledge		●		In progress	The Aurora Centre of Excellence for Project Management (which includes process mapping) Team has been established to develop a framework and tools to ensure all projects/processes follow a consistent “state of the art” methodology.



2017 Objectives Overview

Department name: Financial Services

Legend: ● Abandoned ● In progress ● Completed

Objective	Status			Comments	
Introduce multi-year budgeting and other budget process changes to improve accountability, and streamline budget preparation and review cycles.		●		In progress	Prepared draft 2018 budget with outlook year details for 2019, 2020 and 2021. More discipline required of each department for completion of reliable three year budget. Committed to continue “inflation plus 1%” strategy in future years.
Implementation of paperless billings for water utilities		●		In progress	Deferred to 2018. Concerned with resource requirement for implementation and maintenance of program.
Develop a long term plan for financial systems software		●		In progress	Human Resources Info System and Payroll System replacement delayed, delayed this to 2018 capital plan.
Complete procurement process and bylaw review – Implement e-procurement for all bids		●		In progress	E-procurement in place for all competitive bidding. Processes reviewed, updated, and all staff trained, resulting in greater compliance and shorter cycle times for procurement. 2018 will see final phase of reviewing thresholds and Council role in approving contract awards.
Implementation of a more timely financial reporting regime		●		In progress	Have shortened timelines for preparing quarterly operating forecast reports to Council. Will continue to monitor for effectiveness.
Update and improve internal intranet for increased corporate collaboration and sharing of corporate knowledge			●	Completed	Done, each Manager now accountable for Intranet and Internet content for their business units.



2017 Objectives Overview

<p>Monitor emerging statutory changes in property tax and municipal reporting and respond with necessary procedural changes as required.</p>			<p>●</p>	<p>Completed</p>	
<p>Transition water and tax customer service matters to Access Aurora for efficiency and expertise.</p>		<p>●</p>		<p>In progress</p>	<p>New Manager in place will review and clarify service level agreement with Access Aurora during 2018.</p>