

▶ NOTES  
AND OTHER

---



## 2019 Objectives Overview: Office of the CAO

● Abandoned      ● In progress      ● Completed

Conduct comprehensive Communications Review	● Completed
<p>Comments: Silver Certification received September of 2019. Excellence journey will continue with the goal to obtain Gold Certification. At least three years of supporting data is required for Gold Certification.</p>	
Utilize communications channels to support plans to revitalize downtown core	● In Progress
<p>Comments: Communications continues to work closely with Planning and the Economic Development Board to support their efforts. Communications has also worked with the Chamber of Commerce to produce a joint publication that focuses on economic development and downtown revitalization.</p>	
Internal Communications Strategy	● In Progress
<p>Comments: Corporate CRM expansion continues. Animal Services brought on board in 2019 and currently onboarding Community Services. CRM optimization and re-configuration underway for improved data and reporting. Next steps also include a public portal and integration.</p>	
Develop Communications and Community Engagement Strategy, including Media Relations Plan, Website Improvement Plan, Crisis Communications Plan, Social Media Strategy, Internal Communications Plan and Marketing and Advertising Plan	● In Progress
<p>Comments: Awaiting employee engagement survey results to complete Internal Communications Plan.</p>	
Introduce Plain Language Policy	● In Progress
<p>Comments: Plain Language training completed by Communications staff. Expected policy approval before end of 2019.</p>	
Significantly improve website experience	● In Progress
<p>Comments: New website to launch fall 2019.</p>	

Continue leadership development with Executive Leadership Team and Management (Q4/2019)

● In Progress

Comments: Ongoing

Implement a broader financial and administrative procedure review (Ongoing)

● In Progress

Comments: Plans are underway to implement a new Financial Management System

Increase use of plain language in order to more effectively engage the community on complex issues.

● In Progress

Comments: Plain language used for most new materials developed by Corporate Communications. Training for staff is ongoing

Update website to take advantage of new technologies to make it easier for the community to find the information they need.

● In Progress

Comments: New website to launch fall 2019.

Grow community engagement opportunities and ensure more regular activities and touchpoints are accessible to our diverse populations.

● In Progress

Comments: This is an ongoing effort. Since 2017, the Town has conducted engagement at the immigrant Welcome Centre, new Canadian meetups, women's meetups, GO station, Town facilities, Farmers' Market and Artisan Fair, multicultural festival and other Town events. We continue to increase the number of activities and touchpoints.

## 2019 Objectives Overview: Community Services

● Abandoned      ● In progress      ● Completed

Implementation of Cultural Master Plan (2015-2019)	● Completed
<p>Comments: Over the previous five years, the Town has successfully implemented a number of the CMP's actions. Staff report CMS19-025 highlights the actions that have been completed or are in progress. Staff will continue to oversee cultural planning initiatives currently underway and intend to refresh the CMP in 2020 including the development of a Public Art Policy.</p>	
Implementation of the three-year plan for the Aurora Museum & Archives	● Completed
<p>Comments: Staff report (CMS19-027) summarizes the successes of the original three-year plan. Plan will be updated in 2020 to guide the next three years.</p>	
Advance recommendations from Parks and Recreation Master Plan (2017-2021)	● In Progress
<p>Comments: Staff have prepared report (CMS19-024) summarizing the status of the Park and Recreation Master Plan (2017-2021) recommendations and highlighting what the focus will be for the next two years.</p>	
Advance recommendations from Sport Plan	● In Progress
<p>Comments: Sport Plan is being reviewed along with the support of the Local Sports Organizations to discuss initiatives and develop tactics and deliverables for 2020 and beyond.</p>	
Considerations that support a multi-sport recreation centre	● In Progress
<p>Comments: Land is yet to be confirmed, in the meantime, an Aquatics Facility Feasibility Study, Outdoor Sports Field Development Strategy, and Gymnasium opportunities are under review. Outcomes of those reviews will contribute to the discussions for 2020. Concept design and costing estimate for a gymnasium was provided in 2019 budget.</p>	
Update and review the departmental Pricing Policy	● In Progress
<p>Comments: Input received from the PRCSC Committee and Comparator analysis complete. User Fee Review to commence by the end of 2019, results in early 2020.</p>	

Review of Maintenance and Operations Processes	● In Progress
<p>Comments: Corporate Security Audit is complete- Recommendation report in progress. Review of resource allocation and staffing level is underway. Review of Computerized Maintenance Management system being conducted.</p>	
Incorporate recommendations from Facility Asset Condition Assessment study into multi-year maintenance plan	● In Progress
<p>Comments: The Asset Management Plan approved in 2019, included a ten-year capital plan. In 2020 Facility Condition Assessments will be completed to update data from 2015 (BCA Cycle is every 5 years).</p>	
Continue to develop program partnership opportunities with Niagara College	● In Progress
<p>Comments: Some Town programs and events confirmed for 2020, staff continue to meet with NC staff to determine additional opportunities.</p>	
Continue with sustainable and energy efficient practices for new and existing buildings	● In Progress
<p>Comments: The Joint Operations Centre received LEED gold certification. Library Square is being designed to LEED gold standard. Energy Conservation and Demand Management Plan was updated and approved. Various Energy conservation projects were completed (List of Projects are in the ECDM Plan).</p>	
Advance Library Square Project as a community cultural destination	● In Progress
<p>Comments: Detailed Design Development and Construction Documentation to be finalized in December 2019. Construction to commence in spring 2020. Temporary relocation of ACC and AMA. Continue to build on the proposed business plan.</p>	

## 2019 Objectives Overview: Corporate Services

● Abandoned      ● In progress      ● Completed

Obtain silver certification from Excellence Canada	● Completed
<p>Comments: Silver Certification received September of 2019. Excellence journey will continue with the goal to obtain Gold Certification. At least three years of supporting data is required for Gold Certification.</p>	
Corporate Technology Strategic Plan	● In Progress
<p>Comments: Technology Strategic Plan Complete with comprehensive 5 year work plan. To be presented to General Committee in advance of Operating Budget discussions.</p>	
Continue to expand CRM (customer relationship management) to track and report on trends within the community	● In Progress
<p>Comments: Corporate CRM expansion continues. Animal Services brought on board in 2019 and currently onboarding Community Services. CRM optimization and re-configuration underway for improved data and reporting. Next steps also include a public portal and integration.</p>	
Customer Experience Plan	● In Progress
<p>Comments: Draft plan in place. Finalization and implementation of plan to occur in 2020 as part of the Town's Excellence journey to Gold Certification. Performance metrics will be tracked to provide relevant data for continuous improvement.</p>	
Focus on the Employment Experience. Conduct employee engagement survey and develop a strategy to ensure a positive engaging employee experience	● In Progress
<p>Comments: Excellence Survey completed as part of Silver Certification. Second annual Wellness survey also completed. Corporate Employee Engagement survey scheduled for Q1/Q2 of 2020 with action planning scheduled for Q3/Q4.</p>	
Creation of Project Management Office. Develop and implement corporate-wide project management and process mapping systems	● In Progress
<p>Comments: Project management methodology and framework well underway. Tools, templates, reporting and tracking in pilot stage. Training for Projects Managers provided. Project Management software to be launched by year end.</p>	

Revise and update Emergency Management Plan including development of a Continuation of Operations Plan

● In Progress

Comments: Updated Emergency Management Plan complete and implementing by-law enacted in March of 2019. Phase 2 of project is to develop a Continuation of Operations Plan (COOP). Aurora is part of an N6 Emergency Planning group that has a dedicated resource from the Region and we will be working with our partners in developing COOP.

Review and update existing policies and procedures to ensure they are relevant and meet corporate values

● In Progress

Comments: Many policies were reviewed and revised to meet legislative changes and/or current best practices. Policy review is an ongoing multi-year project

Review and update Risk Management Program

● In Progress

Comments: 2020 Capital Budget request to retain a consultant to assist Legal Services with developing and implementing an integrated Corporate wide risk management program.

Implementation of Human Resources Information System

● In Progress

Comments: RFP awarded, contract executed with ADP Inc. Project planning underway. Go live date estimated for Q2 of 2020.

Continue to monitor, evaluate and refine parking program working collaboratively with Operations ensuring efficient and effective winter maintenance while meeting community needs

● In Progress


Comments: Winter parking program for 2018/19 had a positive impact on operations and will continue with the same approach for 2019/20 season with an added feature of Just-In-Time parking permits for occasional requests to accommodate family and guests. The parking permits will not be available during a snow event.

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 *Municipal Act, 2001*, S.O. 2001, c. 25, as amended. (2017)

● In Progress

Comments: Delegation of Authority Bylaw presented to Council Q4/19. Other policies delayed due to workload. Review and update to occur in 2020.

Implement process mapping standard to capture and document corporate knowledge

 In Progress

Comments: As part of the Excellence Continuous Improvement journey many processes have been mapped to document corporate knowledge and identify efficiencies.

Oversee a process to create and track renewed Key Performance Indicators that will inform and add value to the decision making process in respect of Community and Council goals

 In Progress

Comments: Corporate Management Team (CMT) is developing a Corporate Integrated Business Plan that aligns with the recently launched Mission, Vision, Values. The renewed Key Performance Indicators will be identified as part of this initiative and will tied to four pillars being community, customer, modernization and people.

Creation of a Training and Development Plan investing in our skilled workforce to build human capacity and ensure we are future ready Good Governance Organizational Excellence

 In Progress

Comments: Training and Development Plan underway. Training Matrix being developed identifying corporate, legislative and technical training requirements for all active positions. Training and Development policy under review. Both initiatives expected to be complete by year end.



## 2019 Objectives Overview: Finance

● Abandoned      ● In progress      ● Completed

Monitor emerging statutory changes in property tax and municipal reporting and respond with any necessary procedural changes as required	● Completed
--	-------------

Comments: Finance has and will continue to monitor and review changes to legislation affecting financial processes on an on-going basis.

Aggressively pursue government grants and funding for programs, projects, studies and initiatives of the Town to reduce the overall financial burden on the taxpayer	● Completed
--	-------------

Comments: In 2019, Finance reviewed and updated of many of its customer facing online forms to improve the customer experience. In addition, Finance is working with Communications to implement an online tax and water certificate portal as part of the Town’s web site modernization project. This will enable customers to request, pay and receive a tax and water ownership certificates online.

Develop and implement a multi-year budget.	● In Progress
--	---------------

Comments: On June 18, 2019 Council approved a multi-year operating budget framework for the Town of Aurora. The draft 2020 to 2022 multi-year budget was tabled on November 5<sup>th</sup>, 2019 for Council’s consideration.

Digital transformation of financial processes to improve the customer experience and enhance service delivery while being efficient.	● In Progress
--	---------------

Comments: In 2019, Finance reviewed and updated of many of its customer facing online forms to improve the customer experience. In addition, Finance is working with Communications to implement an online tax and water certificate portal as part of the Town’s web site modernization project. This will enable customers to request, pay and receive a tax and water ownership certificates online.

Modernization of the Town’s financial software and development of an integrated financial systems plan	● In Progress
--	---------------

Comments: The project delivery team has been established and staff are close to initiating the first phase of this project to engage a consultant to assist the Town in the development of the specifications for an integrated financial solution which will include budget, procure to payment, accounting and enhanced reporting. In addition, the Town’s IT strategic plan will help inform the Town in identifying its financial software requirements.

**Refinement of internal reporting framework and processes**

 In Progress


Comments: The Town’s internal reporting framework is constrained by its existing financial systems. The new integrated financial solution will allow for significant advances in the level of internal reporting capabilities and significantly enhance the timeliness of financial reporting. The Town’s new multi-year budgeting framework has driven some enhancements to the Town’s existing financial reporting.

**Procurement process and bylaw review**

 In Progress

Comments: Over the course of 2019, the Procurement Services has been monitoring and obtaining feedback on the performance of its existing bylaw and procurement processes. Procurement Services will use this feedback and lessons learned in comprehensive review of the Town’s procurement bylaw and its associated processes.

**Develop financial management policies and training for non-financial staff to enable them to better understand their budgets and financially manage operational needs.**

 In Progress


Comments: In 2019, the Financial Management division has worked on developing a financial management policy for the corporation that will formalize the Town’s current best practices as well as establish standardized practices and processes. Upon completion of this policy, a formal training program will be developed and rolled out to Town staff.

**Process map at least two financial processes per year and update of any associated policies**

 In Progress

Comments: Finance processes reviewed to date include accounts payable, accounts receivable, water billing, property tax billing, property tax arrears, development charge billing and a new process developed to manage the impact of the Construction Lien Act.

**Continue to optimize the use of existing staff resources to meet increased service demands (2018)**

 In Progress

Comments: As part of its process mapping reviews, Finance examines the required input of staff resources to run each process. These reviews have produced minor reductions in the staff resources required to run a process. Any human capital savings have been re-directed toward the department’s efforts to keep up with the growth in demand for its services. Finance hopes to identify further time savings through its continued process mapping work and the implementation of a new financial system.

Implementation of a paperless billings for water utilities (2017)

● In Progress

Comments: The noted IT Strategic Plan will likely broaden the desired scope of e-services. Any requirements arising from this plan will be integrated into the development of the specifications for the proposed financial system.

## 2019 Objectives Overview: Operational Services

● Abandoned      ● In progress      ● Completed

Review winter control plans to identify long-term strategy to deliver roads and sidewalk maintenance for the winter seasons	● Completed
Comments: Staff Reports OPS19-001 and OPS19-004.	
Develop a succession plan for management of Operations to ensure all key positions are filled with qualified, effective leaders	● Completed/ In Progress
Comments: Recruitment for Manager of Roads/Water to commence in 2020.	
Oversee the completion of the Joint Operations Centre (JOC) as approved by Council	● In Progress
Comments: Asphalt work and third floor completed in 2019.	
Oversee the completion of our significant capital build projects (New Fire Hall and Armoury Renovation).	● In Progress
Comments: Armoury completed on November 6, 2019. Fire Hall on hold.	
Develop a comprehensive communications strategy for all aspects of our delivery of water services to the community.	● In Progress
Comments: First communication flyer delivered.	
Initiate implementation of Town Wide Storm Management Plan (Q2)	● In Progress
Comments: Staff report scheduled for Q4 with cooperation of Lake Simcoe Region Conservation Authority (LSRCA)	

Complete inspection and inventory of all existing surface infrastructure e.g. sidewalks, curbs, storm water catch basins and manholes where many deteriorated conditions have been observed

● In Progress

Comments: Studies are ongoing and funds have been allocated in future budgets.

To maximize the equipment capital and maintenance investment, through sustainable and cost effective improvements of the asset management plan

● In Progress

Comments: Fleet Consultant report to be presented to Council in Q4.

## 2019 Objectives Overview: Planning and Development Services

● Abandoned      ● In progress      ● Completed

Lead the (re) development of the Cultural Precinct and Library Square	● Completed
<p>Comments: Council has approved funding to proceed with development of the Library Square. Site Plan currently under review. PDS processing site plan. Over all project management transferred to Community Services Department.</p>	
Financial self sufficiency for Building Division; A comprehensive Building Permit Fee Review was completed in 2018 to ensure no tax levies are used for the Building Division's operations	● Completed
<p>Comments: Fee review complete and implemented in 2019</p>	
Preparation of Green Sustainable Development Guidelines	● In Progress
<p>Comments: Initial research completed. Staff have requested funds as part of the 2020 capital budget plan to procure consulting services to complete Town-wide Green Development Guidelines in accordance with the direction of the Official Plan.</p>	
Stable Neighbourhood Study	● In Progress
<p>Comments: Stable Neighborhoods Study completed. Zoning By-law adopted by Council but under appeal to LPAT. Urban Design Guidelines are currently under review and expected to be completed in 2020.</p>	
Streamline Subdivision/Condominium Agreement Process	● In Progress
<p>Comments: Subdivision Agreement templates updated. Development Planning will continue to work with Legal Services to streamline the Agreement and Condominium application processes. Development Planning will be reviewing the complete Subdivision/Condominium Application Process in consultation with Legal Services. Initiation of review is targeted for Q4 2019.</p>	
Digitized and enhance the Planning Application process through CityView	● In Progress
<p>Comments: Working through Planning Applications such as Site Plan Control applications and Committee of Adjustment applications with Building Division and IT to help better utilize existing infrastructure to better organize application status</p>	

Expanded economic development mandate and the creation of an Office of Economic Development

● In Progress

Comments: Business Concierge program proceeding. Established Ec. Dev Board and Corporation. Council approved the Economic Development Strategic Plan in July 2019. Staff will present the Implementation Plan and Resourcing Strategy for the Economic Development Strategic Plan in Q4 2019. Recruitment completed for additional Economic Development Board members.

Implementation of transitioning to a paperless operating environment for Building Code Plan Examination through the purchase of plan review software

● In Progress

Comments: A digital process for Plan Examination will improve internal and external efficiencies. Anticipate purchasing software for marking up blueprints before the end of 2019. Phase 1 of the project is transforming to a paperless on line digital building permit process. Phase 2 is purchasing the City View portal for online submission of applications and payment of building permit fees

Implementation of a Dormant Building Permit Program to deal with open and abandoned building permits

● In Progress

Comments: This Program will limit the liability of the Town with regards to the number of open building permits. Anticipate completion of the project by the 4<sup>th</sup> quarter of 2020.

Initiate implementation of Town wide Stream Erosion Master Plan

● In Progress

Comments: Consultants submitted final report and the Notice of Completion on September 30, 2019. The report will be filed, under the Municipal Class EA process, for a 30-day review public period on October 7, 2019. A report and presentation of the conclusions and recommendations of the study are scheduled to be presented to a General Committee meeting in Q4 2019.

Initiate Climate Change Adaptation and GHG reduction strategy

● In Progress

Comments: The Corporate Energy Management Plan was presented to Council in June 2019 and the Community Energy Plan is underway. These documents establish GHG reduction strategies for Town's operations and the community as a whole. The 2020 capital plan includes the funding request for a consultant to deliver a comprehensive climate change risk management plan and strategy. The Climate Change Adaptation Plan will be completed in 2021.

Initiate a town-wide parking condition assessment and create a 10-year capital plan based on assessments recommendations

● In Progress

Comments: Council lifted the conditional approval for the project on September 24, 2019. Staff will proceed with procuring a consultant to assess and rate the condition of all Town owned parking lots, establish a service level and a parking lot management strategy. The study will be completed within a one year timeframe after the completion of the procurement process.

Implement Town's Transportation Master Plan's recommendations

● In Progress

Comments: The Consultant is finalizing the report to include the Town's and York Region's comments. A report and presentation to Council with the findings and recommendations of the Master Plan is scheduled Q4 of 2019.

Staff has developed a new online mapping tool to allow residents to view if there are any Committee of Adjustment applications being applied for. – Completion in late 2018

● In Progress

Comments: Staff have agreed on a template and how the information will be visualized on the website for members of the public. Various test runs of the software have been completed and official roll out of the tool is targeted for 2020.

Working with York Region, seeking opportunities for additional Affordable Housing units on per application basis

● In Progress

Comments: Staff continue to investigate potential opportunities in consultation with York Region to secure affordable housing units when reviewing planning applications for higher density residential development through the Section 37 provisions of the Planning Act.

Implement succession planning and training; new technologies drive changes to the Ontario Building Code which require the Town to continue providing proper training to Building Staff

● In Progress

Comments: Two Building Inspectors continue to upgrade their Building Code qualifications to Large and Complex Buildings. Courses have been taken through the OBOA. Inspectors will be taking the examinations for qualifications in that category of Building in 2020. As part of the Division's succession plan, the Zoning Plan Examiner is reviewing building permit applications for small projects and will be upgrading their qualifications under the Large Buildings category.