



 **CORPORATE
SERVICES**

As adopted December 12, 2023

Corporate Services

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 strategic initiatives and business transformation that drive organizational excellence and innovation in support of being a progressive community with small Town charm.

Net budget by division

	2023 Budget		2024 Budget	
	Gross	Net	Gross	Net
Budget (\$000's)				
Corporate Services Administration	234.5	234.5	332.4	332.4
Bylaw Services	1,819.5	1,277.6	1,943.9	1,366.6
Emergency Preparedness	43.6	43.6	43.6	43.6
Human Resources	1,200.4	1,200.4	1,245.6	1,245.6
Legal Services	2,187.7	2,097.7	2,149.8	2,059.8
Legislative Services	852.5	851.0	938.7	886.2
Elections	95.5	95.5	105.5	105.5
Project Management Office & Business Transformation	435.2	294.2	482.1	341.0
Net Budget	6,868.9	6,094.4	7,241.6	6,380.7
Budget Change			372.7	286.3
Permanent Full-Time Staffing (FTE):				
Opening Staffing				36.0
New				1.0
Conversion				1.0
Total Staffing				38.0

	2025 Budget		2026 Budget	
	Gross	Net	Gross	Net
Budget (\$000's)				
Corporate Services Administration	351.7	351.7	366.4	366.4
Bylaw Services	2,093.2	1,458.7	2,293.5	1,628.1
Emergency Preparedness	43.6	43.6	35.3	35.3
Human Resources	1,281.0	1,281.0	1,315.4	1,315.4
Legal Services	2,180.9	2,088.2	2,215.1	2,120.6
Legislative Services	1,038.8	929.1	1,081.7	1,024.9
Elections	120.5	120.5	140.5	140.5
Project Management Office & Business Transformation	507.6	366.5	577.5	436.5
Net Budget	7,617.2	6,639.3	8,025.5	7,067.8
Budget Change	375.6	258.6	408.3	428.4
Permanent Full-Time Staffing (FTE):				
Opening Staffing		38.0		39.0
New		1.0		2.0
Total Staffing		39.0		41.0

Corporate Services divisions

The department has five divisions each under the leadership of a functional Manager who reports to the Director. These divisions are:

Bylaw Services (includes Animal Services)

Bylaw Services promotes healthy, safe, and harmonious communities through education, investigation and resolution of bylaw-related matters. Bylaw Services is directly responsible for property standards, business licensing, short-term rentals, clean yards, parking control, noise and animal control bylaws. Bylaw Services also conducts pool enclosure inspections and issues business licences and temporary sign permits. Bylaw Services provides enforcement support to other divisions as requested such as enforcing tree removal, fouling of roads and other matters. Bylaw Services is leading a shared services program providing Animal Services to Aurora and Georgina and has recently entered into an agreement with East Gwillimbury to provide injured wildlife removal service.

Human Resources

The mission of human resources is to be a trusted business partner that develops and implements support programs and services that align to organizational goals and add value to the corporation's greatest asset – its people. Services include human resources policies and programs, benefits, pension and compensation, labour relations and collective bargaining, learning and organizational development, recruitment, health and wellness, occupational health and safety and accommodation of employees in the workplace. Human Resources partners with clients to provide advice, consultations and support to front line staff and leaders to enhance operational performance and mitigate risk.

Legal Services

Legal Services provides a full range of legal services to Council, the Executive Leadership Team and internal departments, including providing legal advice, interpretations and opinions on matters related to procurement, planning and development, real estate, construction, bylaw enforcement and general municipal law. Legal Services is also responsible for reviewing agreements and bylaws, risk management and handling litigation, insurance claims and tribunal matters.

Legislative Services (includes elections)

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, the Town's Corporate Policy Program and Freedom of Information requests under the Municipal Freedom of Information and Protection of Privacy Act.

Project Management Office (PMO) and Business Transformation

The PMO and Business Transformation is dedicated to adding value and supporting the corporation through a client-centric model. Its mission is to constantly seek innovative ways to enhance the way the corporation does business and drives strategic initiatives and special projects that positively impact the entire organization and enhance the reputation of the municipality on both the national and international stage. The key areas of focus encompass emergency management, Excellence Canada national quality certification program, the Objectives and Key Results (OKR) performance framework, accessibility, diversity and inclusion, and the continued optimization of the Project Management Office.

Corporate Services supports the implementation of the Strategic Plan and other key plans

Corporate Services supports the delivery of objectives under the community pillar in the Strategic Plan and in particular the goal to support an exceptional quality of life for all:

- **Improve transportation, mobility and connectivity and invest in sustainable infrastructure** by continuing to implement the Multi-Year Accessibility Plan to make public transportation and related services (including Vehicles for Hire) as well as facilities, parks and trails more accessible and barrier-free.
- **Strengthening the fabric of our community** by continuing to partner with other municipalities to provide Animal Services, including wildlife removal services and by continuing to partner with the N6 to provide training and development programs to staff at all levels.

Corporate Strategic Plan

The Corporate Strategic Plan was developed through a collaborative effort with the leadership team. It further supports Council's goals and the Strategic Plan with the establishment of nine focus areas, being:

- Building a safe and healthy community
- Providing a great citizen experience
- Supporting a growing economy
- Practising good governance
- Creating a connected community
- Managing taxpayer dollars efficiently
- Protecting the environment
- Investing in our people
- Living our values

Multi-year Accessibility Plan 2022-2026

The Town of Aurora is dedicated to the continuous improvement of accessibility within the community, and achieving the goals set by the *Accessibility for Ontarians with Disabilities Act, 2005* (A.O.D.A). The development of the Town of Aurora's Multi-Year Accessibility Plan 2022 – 2026 illustrates how the Town will be implementing the legislative requirements of the A.O.D.A by identifying, removing, and preventing barriers for residents, employees, and visitors.

Business Continuity Management Plan

The Business Continuity Plan ensures the stability and resilience of the corporation in the face of unexpected disruptions. The Plan aims to proactively prepare for and respond to disruptions in operations or unforeseen events, creating a resilient organization and enhancing the capacity to maintain essential services and operations.

Human Resources (HR) Plan

The HR Plan sets the vision, mission, values and goals of the Human Resources division and creates clarity and direction on the priorities for the next two to three years to support the achievement of the Corporate Strategic Plan. HR programs and services are designed to align to organizational goals and add value to the corporation's greatest assets being its people. The HR Plan identifies initiatives that focus on investing in, attracting and retaining talent.

Diversity, Equity and Inclusion (DEI) Strategic Action Plan

The implementation of the DEI Strategic Action Plan is vital to the success of the corporation as it empowers people from a diverse set of backgrounds, perspectives, and experiences to bring innovative solutions to improve how services are delivered. Continuing to build an inclusive environment through formal goal setting as described in the plan will foster a culture that exemplifies teamwork, embraces innovation and values diversity, equity, and inclusion to achieve not only organizational excellence but benefits to the community as a whole.

2023 Accomplishments

- Recognized internationally with a 4-star rating (Local Best Practice, Excellence) in the International Best Business Practice Competition for business planning processes
- Verified eight Town Facilities through AccessNow Accessibility Assessments to ensure the removal of barriers and the creation of accessible opportunities for all
- Enhanced the delivery of exceptional services by providing a comprehensive customer service delivery education curriculum to seventeen staff from across the corporation
- Partnered with the Treat Accessibly initiative, joining communities and over 100,000 homes across the nation to support accessible trick-or-treating
- Finalized and implemented the Flexible Work Arrangements Policy ensuring a smooth transition of the workforce to a post-pandemic work environment
- Made significant progress in collective bargaining to renew the collective agreement by reaching mutually beneficial terms
- Developed and implemented the Learning and Organizational Development Strategy, including identifying leadership competencies and associated behaviours
- Facilitated continuing leadership development in partnership with N6
- Continued the digitization of HR processes by implementing the applicant tracking and onboarding modules in ADP Workforce Now
- Completed a committee structure review and updated the policy for Ad Hoc/Advisory Committees and Local Boards as a best practice at the start of a new term of Council
- Successfully recruited for and filled over 60 positions on various Ad Hoc/Advisory Committees and Local Boards, and administered a new comprehensive orientation program
- Facilitated robust council orientation sessions in collaboration with the Executive Leadership Team
- Executed all requirements to conclude the 2022 municipal election including the destruction of records and receipt of candidate financial statements in accordance with the *Municipal Elections Act, 1996*
- Deployed Laserfiche forms for internal business processes and trained IT on creating forms, including creating automated reports and notifications for quality assurance
- Modernized and standardized corporate policies on an accessible template
- Successfully transitioned to a new insurance program that generated savings on annual insurance premiums
- Implemented the Administrative Monetary Penalty System (AMPS) for parking and non-parking violations
- Modernized the Town's Property Standards By-law
- Continued Partnership with the Town of Georgina for Animal Services and Shelter Services

Corporate Services

SNAPSHOT



*FROM JANUARY 1 TO JULY 31, 2023
 **BELOW INDUSTRY AVERAGE OF 2.38

Operating Budget

Overview

The operating budget for Corporate Services includes an increase of \$286,300 in 2024. The main drivers of the increase includes salaries and benefits for existing staff and an increased contribution to the election’s reserve. The budget includes two new permanent positions in 2024: the first to support the animal services partnership with Georgina to convert an existing contract position to permanent and the second to assist with the coordination and development of policies at the Town.

The multi-year budget includes an increase of \$258,600 in 2025 and \$428,400 in 2026. The drivers of the increase in these years are the same as 2024 including salaries and benefits for existing staff and an increase to the election’s reserve. The budget in 2025 and 2026 includes a new bylaw officer position in each year. These two positions will support the transformation of the Bylaw Services team to manage expanded services including managing bylaw matters related to short-term rentals and vehicles for hire. Also, in 2026 a project management office (PMO) coordinator is included, who will support project management and asset management objectives.

Operating financial summary

\$000's	Net Actual Results		2023	2023	2024	2025	2026
	2021	2022	Net Fcst*	Budget	Budget	Budget	Budget
Expenditures	6,200.0	6,401.3	6,814.6	6,868.9	7,241.6	7,617.2	8,025.5
Non-Tax Revenues	(1,103.1)	(944.8)	(756.2)	(774.5)	(860.8)	(977.8)	(957.7)
Net Tax Levy	5,096.9	5,456.5	6,058.4	6,094.4	6,380.7	6,639.3	7,067.8
% Tax Funded	82%	85%	89%	89%	88%	87%	88%
Net Budget Change	\$	359.6	601.9	36.0	286.3	258.6	428.4
	%	7.1%	11.0%	0.6%	4.7%	4.1%	6.5%

*Net forecast as of August 31, 2023

Multi-year operating budget priorities

The multi-year 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, the continued implementation of the Objective and Key Results (OKR) program and maintenance of the newly created Corporate Policy Program. 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 and effective municipality, it is critical to ensure the corporation is progressive and provides services that meet community needs and supports internal customers. As the Town continues on its Excellence Canada journey, continuous improvement will be focused on the six pillars identified in the standard, being Leadership, Planning, Customers, Our People, Processes and Partners. In planning for Platinum, data and evidence will be collected to demonstrate commitment to organizational excellence.

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, developing a training and development program, and further enhancing the Town's Health, Safety and Wellness program. The Excellence Canada journey for Platinum will require a robust talent management strategy as the people driver is focused on the employee experience.

Measure What Matters using the Objectives and Key Results framework to demonstrate organizational successes and identify gaps

The fundamental purpose of the Measure What Matters Objective and Key Results (OKR) program is to align teams and resources towards a common vision, ensuring that everyone is moving in the same direction with clear objectives. OKRs provide a measurable way to track progress and success and offer transparency into performance and highlight areas that need attention. In the last two years staff have made significant progress on the implementation of this methodology with broad adoption across the corporation.

A strong policy program forms the foundation of commitment to good governance

The newly created Corporate Policy Program establishes the framework for the development, approval and maintenance of all policies ensuring corporate accountability and transparency. Major gains in this area were made in 2023, including migrating all policies to a modern, standardized and accessible template and working with all directors and managers to update policies, or create a schedule for when policies will be updated at a future date.

Incremental budget changes

	2024		2025		2026	
	FTE	\$000's	FTE	\$000's	FTE	\$000's
Starting Budget	36	6,094.4	38	6,380.7	39	6,639.3
Base						
Salaries & Benefits including COLA, step increases, gapping and other approved staffing actions	-	295.0	-	208.6	-	191.9
2026 election contribution to reserve	-	10.0	-	15.0	-	20.0
Animal shelter contract	-	8.9	-	8.9	-	8.9
Human Resources contract savings	-	(36.0)	-	-	-	-
Insurance and legal advocacy services	-	12.0	-	5.0	-	4.2
Other minor adjustments	-	5.3	-	9.1	-	(0.0)
	-	295.3	-	246.6	-	225.0
Enhancements and Transformation						
Animal services partnership with Georgina conversion of position to permanent	1	0.2	-	11.8	-	0.7
Policy coordination and development - initially funded from Safe Recovery grant	1	(0.0)	-	0.1	-	56.1
Bylaw transformation for expanded services	-	(9.2)	1	0.1	1	93.0
Asset Management: PMO coordination of project planning	-	-	-	-	1	53.8
	2	(9.0)	1	12.0	2	203.4
Budget Change	2	286.3	1	258.6	2	428.4
Total Budget	38	6,380.7	39	6,639.3	41	7,067.8

Business cases for new positions follow on the next page.

Business case – Enhancement

Address the growing community expectations and current and future and regulatory modernization by converting one Animal Services Officer from contract to permanent

Recommendation:

That one existing Animal Service Officer position in the Bylaw Services division be converted from a contract full-time position to a permanent full-time position. This role possesses the skills necessary to continue to support the Animal Services Program and existing partnerships and to help move forward with future business opportunities, while also addressing increased call volumes in Aurora due to population growth and increased community awareness.

Rationale/Benefits:

The conversion of one Animal Service Officer will play a critical role in Bylaw Services to address existing staff retention challenges while also preparing for the implementation of the Administrative Monetary Penalty System (AMPS).

As population growth continues to occur and more residents purchase pets, Animal Services is experiencing an increase in concerns for dog bites, dogs at large (off leash) and doggy day cares. The Animal Services division is also experiencing sustained year-over-year increases in service requests to deal with sick/injured wildlife.

The salary for this position is contained within the division's existing budget and also forms part of a shared service agreement with the Town of Georgina. In the scenario where the Animal Services partnership is terminated, by converting this position to permanent, animal services could continue in the Town (despite the termination of the agreement) with minimal impact to service standards. Additional costs associated with the conversion relating to employee benefits will be offset by increased revenues from pet licensing, AMPS, and enforcement initiatives.

As the population of residents continues to grow within the Town of Aurora, it is anticipated that there will be an annual growth of cat / dog licensing sales to help off-set the costs. The annual growth moving forward into 2024 will generate \$10,000 in revenue.

Impact of Not Proceeding or Delay:

Should the implementation of the position be delayed, the Town risks not meeting current service standards and resident expectations. Particularly, ensuring we are able to retain qualified staff.

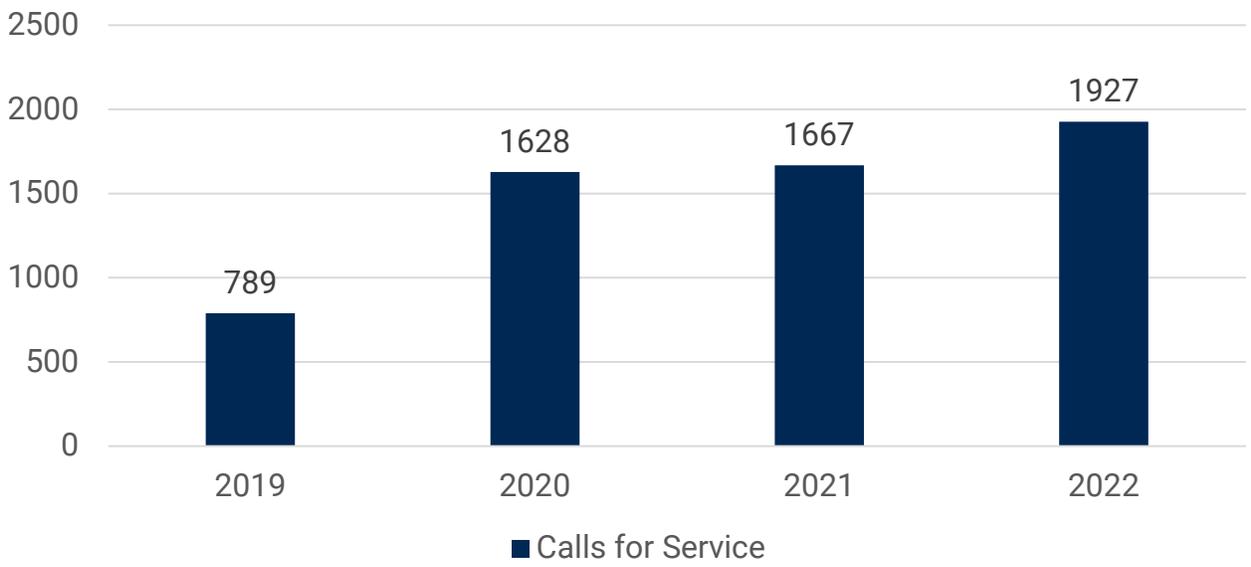
Incremental Operating Budget Impact:

	2024	2025	2026
Staffing - # of FTE	1.0		
Expenditures (\$000s):			
Wages and Benefits	11.1	11.8	0.7
Savings/Efficiencies			
Other			
Subtotal	11.1	11.8	0.7
Non-Tax Revenues:			
User Fees/Revenues	10.9		
Reserves			
Subtotal	10.9	-	-
Net Tax Impact	0.2	11.8	0.7

Comparative Analysis / Performance Metrics:

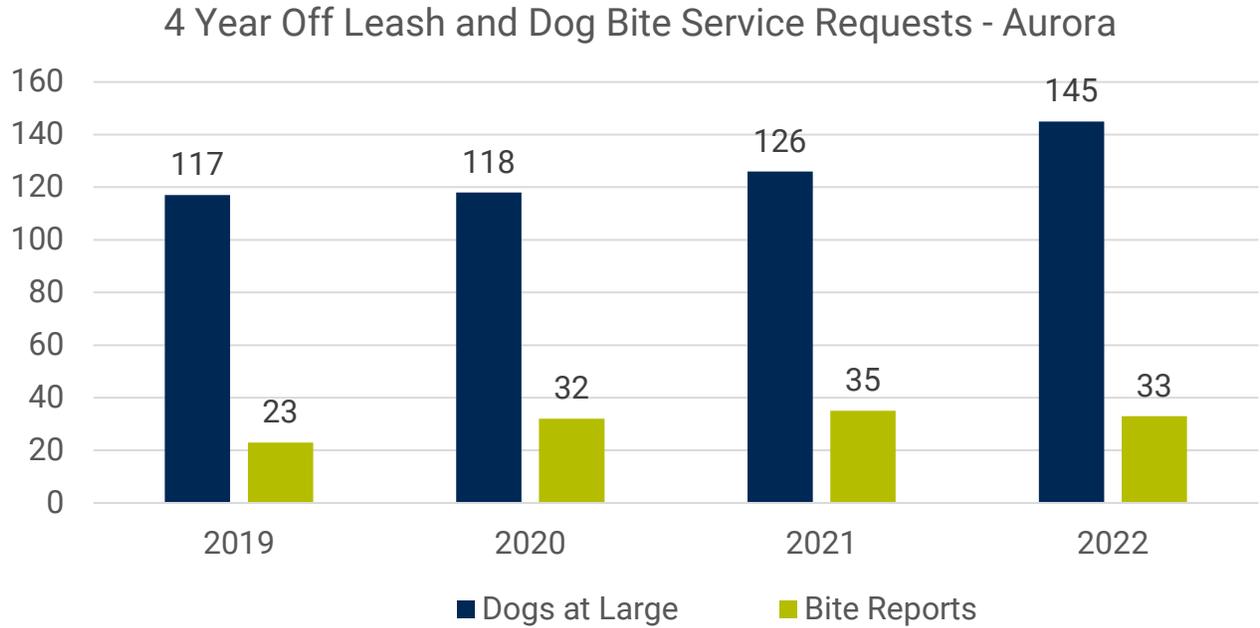
A continued and sustained increase in call volume justifies the conversion of one Officer to meet service expectations and address continued growth

Animal Services Call Volume



Call volumes for Animal Services continues to increase. This sustained increase justifies the need to convert a current contract position to permanent.

Animal Services responds to concerns of off-leash dogs and dog bites



The numbers being reported is slightly increasing annually. It is anticipated that increases will continue to occur, therefore, indicating the need to convert the position to a permanent role.

Business case –Enhancement

Improve corporate policy management

Recommendation:

That Council approves the addition of a Corporate Policy Advisor to the Legislative Services division as part of the 2024 operating budget.

Rationale/Benefits:

The Town has struggled to stay up to date with policy and procedure management. Staff turnover and reorganizations have caused a loss of corporate knowledge in this area. In an attempt to rectify the situation, recent conversations amongst staff have determined that the Legislative Services division is in the best position to own policy management, but would require an additional staff person as adding to existing workloads would only compound the problem the Town currently faces.

Reporting to the Program Manager – Records Management, the additional position would be responsible for the following;

- Creating a workflow and supporting the policy life cycle from the need to create a policy to the need to update the policy.
- Create and maintain a manual of the Town’s Standard Operating Procedures (SOPs) to ensure continuity across staff turnover.
- Corporate template and process map management to help ensure that all the content of the Town is conveyed on accessible templates.
- Provide training to the corporation regarding policy development.
- Monitor and recommend to the Corporate Management Team when provincial downloading to the municipality requires policy creation.
- Track policies once created, including legislated policies, to ensure they are reviewed and revised as necessary

Impact of Not Proceeding or Delay:

Not proceeding will see the Town’s management of policies continue to be impacted. Currently, the Town still has policies in place from before the year 2000 that are not applicable to modern times. Updating and modernizing these policies is important and the Town needs a dedicated resource to ensure other policies do not lapse to where they are no longer obsolete. There could be significant liability on the Town should some of the Town’s more important policies become stale, to the point of not properly conveying current provincial law/regulation.

Incremental Operating Budget Impact:

	2024	2025	2026
Staffing - # of FTE	1.0		
Expenditures (\$000s):			
Wages and Benefits	51.0	57.3	3.2
Savings/Efficiencies			
Other			
Subtotal	51.0	57.3	3.2
Non-Tax Revenues:			
Grant	51.0	57.2	(52.8)
Subtotal	51.0	57.2	(52.8)
Net Tax Impact	-	0.1	56.0

Comparative Analysis / Performance Metrics:

The amount of Town policies, SOPs, and process maps continues to grow

Currently, the Town has more than 250 policies and 70 SOPs and process maps. The number of SOPs is likely vastly underestimated, as the count speaks only to what is formally documented.

Should this position be approved, documenting SOPs from around the corporation that are regularly used, but not properly documented on Town templates and saved on the Town's records management system, will be a priority.

It's difficult to quantify, but there is a significant cost when a staff member leaves the corporation and takes with them institutional knowledge that is key to operating a certain position at a high level. When a subject matter expert moves on, the Town can often spend weeks and months simply trying to catch up. A full-time person dedicated to maintaining the Town's policies and procedures would strengthen the commitment to business continuity that has recently been made.

The Town has recently partnered with York University to receive advice regarding Town policy development and maintenance.

Through the recently delivered Policy Program Renewal Project, a group of York University students reviewed the Town's policies and procedures, including the various processes involved, to provide recommendations on what the Town can do better to manage policies. One of the more notable recommendations is creating a dedicated resource responsible for managing the Town's policies and procedures. There has never been a dedicated resource to managing and maintaining the Town's policies and procedures, and amongst current staff, there is not anyone available to take on these additional responsibilities. Staff have identified a way to at least maintain the status quo until this person is hired in 2024.

The York University students provided further recommendations in the project, and these will be reviewed and implemented by staff as needed over the next one to two years.

Business case –Enhancement

Addition of Bylaw Enforcement Officers to address growing community expectations and current and future by-law and regulatory modernization

Recommendation:

That two additional Bylaw Enforcement Officer positions be created in the Bylaw Services division. This role will possess the skills necessary to support by-law and regulatory changes in business and regulatory licensing, while also addressing increased community expectations due to population growth and service realignment.

Rationale/Benefits:

The addition of two Bylaw Enforcement Officers will play a critical role in Bylaw Services addressing continued service delivery challenges while also preparing for the implementation of a modernized regulatory environment. In addition to an evolving regulatory space which has seen the introduction of services such as Uber, Lyft, Airbnb, and VRBO, divisional service requests increased a total of 17.9 percent between January 2018 and December 2022 (excluding COVID-19 initiatives).

As the Town grows through intensification, especially as it works to reach its housing targets, and projects such as Aurora Town Square come onboard, there will be additional service pressures to address bylaw related issues including parking complaints, noise concerns, multi-residential/tenanted building standards, and increased parks and public space usage.

It is anticipated that the salary for the additional two Officers will be offset by approximately \$22,500 each as a result of increased revenues from modernized licensing standards (Vehicles for Hire and Short-Term Rentals), Increased Parking Enforcement Coverage, the Administrative Monetary Penalty System (AMPS), and an overall reduction in divisional overtime.

Impact of Not Proceeding or Delay:

Should the implementation of the positions continue to be delayed, the Town risks not meeting current service standards and resident expectations, particularly, ensuring Officers are able to address complaints and ensure compliance with the Town’s Licensing Bylaw(s) as well as other bylaws.

Incremental Operating Budget Impact:

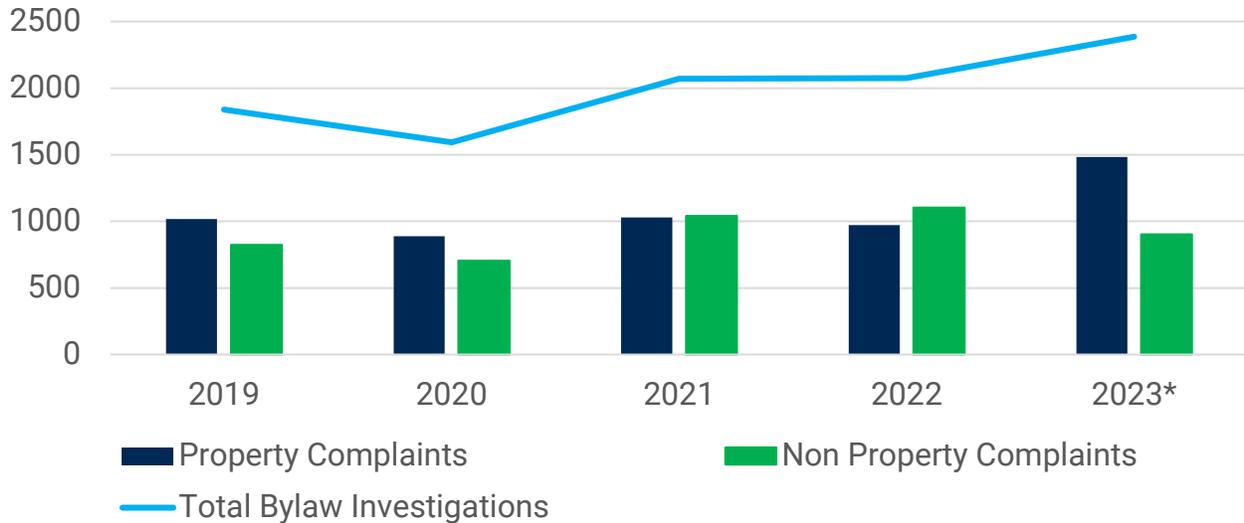
	2024	2025	2026
Staffing - # of FTE		1.0	1.0
Expenditures (\$000s):			
Wages and Benefits		57.2	124.0
Savings/Efficiencies			
Other			
Subtotal	-	57.2	124.0
Non-Tax Revenues:			
User Fees/Revenues			
Reserves	9.2	57.1	31.8
Subtotal	9.2	57.1	31.8
Net Tax Impact	(9.2)	0.1	92.2

Comparative Analysis / Performance Metrics:

A continued and sustained increase in call volume will require additional Officers to meet service expectations and address continued growth and intensification.

5 Year Bylaw Services Call Volumes

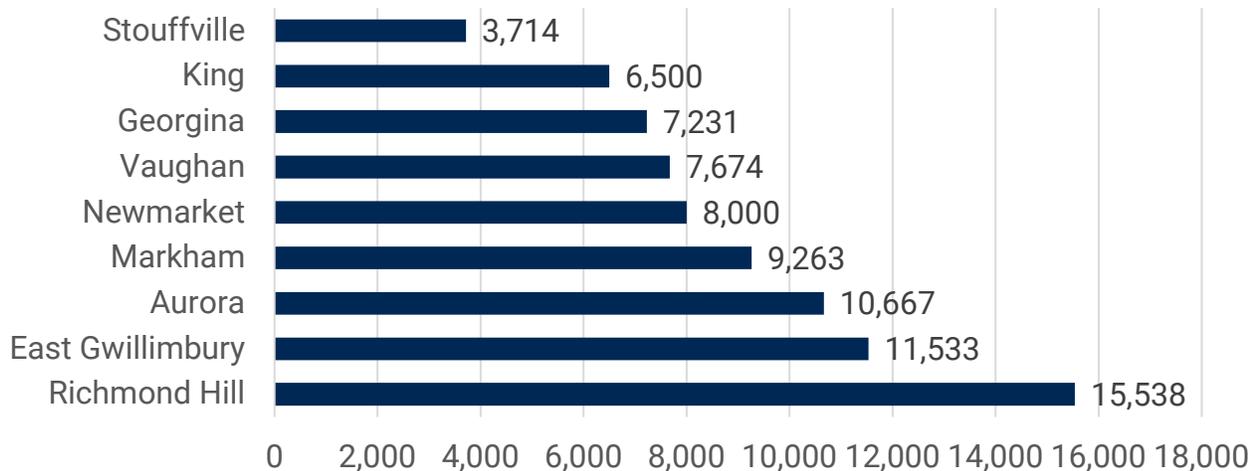
*2023 projections as of August 14th



Ensuring appropriate Bylaw Staffing ensures Aurora continues to maintain legislated standards and small-Town charm.

Currently, Aurora has the highest population per bylaw officer in the northern six municipalities in York Region and higher than the City of Markham in the southern three. Approval of the two Bylaw Enforcement Officer positions will ensure that the Town continues to meet service delivery expectations and provide a continued high level of service to residents.

Population per Bylaw Staff



Business case –Enhancement

A Project Management Office Coordinator will ensure complex and high-profile corporate projects and initiatives receive adequate administrative support in order to minimize financial, schedule and resource allocation risk

Recommendation:

That a new Project Management Office Coordinator Role be created in the Project Management and Business Transformation division. This role will support the successful administrative operations of the Project Management and Business Transformation Office primarily focused on ensuring financial, scheduling and project resource allocations are tracked and accounted for on high-profile corporate projects and initiatives. Additionally, the role will support the currently under resourced emergency management program which includes the Town of Aurora's Emergency Management Plan and Business Continuity Management Plan.

Rationale/Benefits:

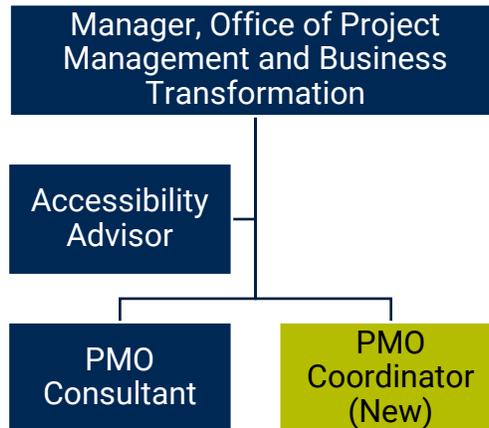
The Town has made significant progress towards implementing the 2018 Council direction to implement a Project Management Methodology. In 2022, the Town consolidated the Project Management, Corporate Initiatives and Accessibility portfolios into one office which resulted in improved cost and operational efficiencies. This consolidation aligns the Project Management Office and Corporate Initiatives portfolios closer to municipal best practices in these areas and presents an opportunity to further mature the Project Management/Business Transformation functions at the Town as recommended by the 2021 Municipal Service Delivery Review.

The key benefits of the Project Management Office Coordinator include;

- Increasing project quality, productivity and financial accountability
 - The PMO coordinator will be responsible for ongoing verification and maintenance of project documents (Project Charters, Schedules, Financial Expenditures). This will ensure proper rigour regarding project scope.
 - The PMO Coordinator will coordinate various corporate project portfolio reports for management, committees and ad hoc requests.
- Establishing clearer communication and improving collaboration
 - The PMO coordinator will ensure regular updates and communications to key stakeholders are maintained and consistently available to relevant areas of the organization.
- Ensuring ongoing quality assurance of key organizational projects
 - The PMO coordinator will track tasks associated with key corporate program delivery including PMO Implementation, Customer Experience service improvements, Accessibility, Diversity Equity and Inclusion, Excellence Canada, Emergency Management Program, Objectives and Key Results.
 - The PMO Coordinator will support under-capacity client divisions in their project management and coordination. Support will be provided based on project complexity and risks associated with each project.
- Collecting client feedback and contributing to continuous improvement

- The PMO Coordinator will lead the lessons learned function of key projects, liaise with stakeholders and ensure that feedback is consolidated centrally and administrative operations are responsive to organizational needs.
- The PMO Coordinator will be active as a liaison of the PMO office and consult with client departments regularly regarding business transformation efforts and continuous improvement.

The updated Office of Project Management and Business Transformation will include:



Impact of Not Proceeding or Delay:

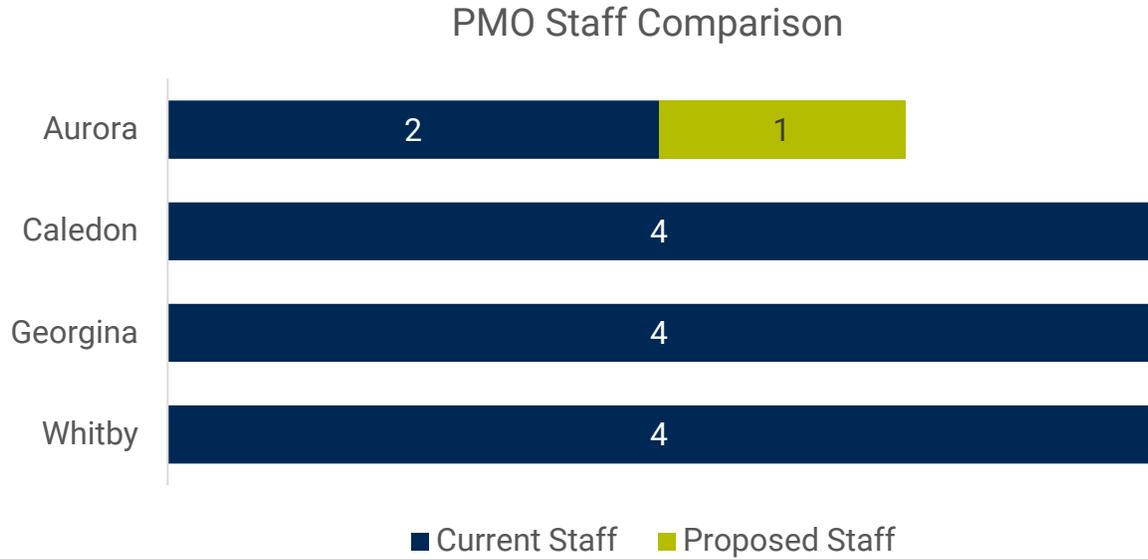
The Town continues to undertake increasingly complex but intrinsically valuable projects that will position the Town as a municipal leader in the areas of Project Management, Performance Measurement and Innovation. As such demand for administrative support and coordination of these initiatives is increasing and will be paramount to ensure successful and sustained implementation.

Incremental Operating Budget Impact:

	2024	2025	2026
Staffing - # of FTE		-	
Expenditures (\$000s):			
Wages and Benefits		-	53.8
Savings/Efficiencies			
Other			
Subtotal	-	-	53.8
Non-Tax Revenues:			
User Fees/Revenues			
Reserves			
Subtotal	-	-	-
Net Tax Impact	-	-	53.8

Comparative Analysis / Performance Metrics:

Aurora’s project management and business transformation functions have a smaller staff complement than comparators



Aurora’s project management and business transformation functions have the fewest staff compared to other similar municipalities. With this new position, Aurora will still have less staff in this area.

Key functions for project management and business transformation

Municipality	Key comparable accountabilities
Georgina	<ul style="list-style-type: none"> • Corporate Strategic & Business Planning • Special Capital Projects and Initiatives • Continuous Improvement
Whitby	<ul style="list-style-type: none"> • Corporate Strategic Planning • Project Management/Coordination • Business Planning and Work Plan Processes
Caledon	<ul style="list-style-type: none"> • Corporate Project Management and standards • Major Capital Project Management • Continuous Improvement
Aurora	<ul style="list-style-type: none"> • Corporate Strategic Planning • Corporate & Project Portfolio Performance • Project Management Process Development • Continuous Improvement and Innovation • Emergency Management and Business Continuity Management • Accessibility • Special Projects and Initiatives

Capital Budget

Overview

Corporate Services plans to spend \$327,800 in 2024 on capital projects of the total \$2.7 million in Capital Budget Authority. This includes \$100,100 for asset management projects, \$174,900 for growth and new projects and \$52,700 for studies and other.

2024 capital budget authority

(\$000s)	Previously Approved Budget	2024 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/22	2023 Forecast	2024	2025+
Asset Management	1,632.9	1,632.9	(0.0)	1,494.7	38.1	100.1	-
Growth & New	688.1	773.1	85.0	424.4	173.8	174.9	-
Studies & Other	293.2	293.2	(0.0)	190.7	49.8	52.7	-
Approved Budget	2,614.2	2,699.2	85.0	2,109.7	261.6	327.8	-

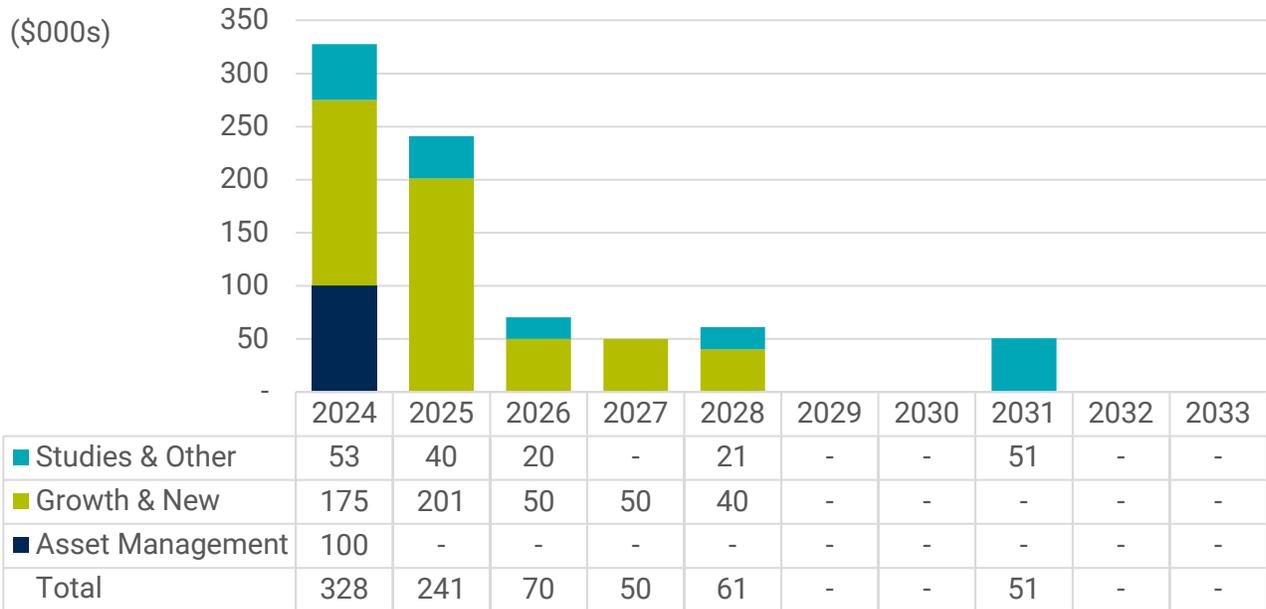
* Includes all active project budgets, adjustments to project budgets and new budget commitments

The 2024 Capital Budget includes a capital project to complete an accessibility review of various Town facilities and trails to enhance inclusivity, provide accurate accessibility information, and engage the community in the pursuit of a more accessible environment. This project would further the goals set out in the Town’s Multi-year Accessibility Plan and is the continuation of a pilot project whereby eight of the Town facilities were assessed. Further details of this project are included in Tab 17 – Growth and New Capital.

10-year capital plan

The 10-year capital plan includes \$800,600 in capital projects. The 10-year plan will invest \$100,100 in asset management. This represents 13 percent of the 10-year plan. Most of the planned spending in 2024 is to support accessibility initiatives and the learning management modules of the human resource information system.

10-year capital plan



Key capital initiatives

The capital plan for Corporate Services supports asset management, growth and the implementation of studies developed in previous years. The 2024 budget includes the following key projects to support these initiatives:

Development of the Learning and Organizational Development Strategy

The Learning and Organizational Development Strategy includes digitization and key human resource programs such as a learning management system, modernized performance evaluation and succession planning tools.

Implementation of Recommendations set out in Corporate Plans

Previous capital plans included the development of the Customer Experience Plan, the Multi-Year Accessibility Plan and the Business Continuity Plan. Implementation of the recommendations set out in these plans will continue in 2024.

Implementation of Administrative Monetary Penalty System (AMPS) for non-parking Offences

The AMPS program has been implemented for parking offences. Implementing the AMPS program for non-parking bylaws has commenced and is expected to be completed in early 2024. Benefits of AMPS are improved customer service, reduced court backlog, more efficient use of staff time and reduced dispute rate.

Progress on departmental objectives

These objectives were established through the annual budget process. The following provides a status update on the progress of completing the objectives and identifies new initiatives.

Completed objectives

Establish a formal policy management program

A strong policy program forms the foundation of commitment to good governance. The program establishes the framework for the development, approval and maintenance of all policies ensuring corporate accountability and transparency. Major gains in this area were made in 2023, including migrating all policies to a modern, standardized and accessible template and working with all Directors and Managers to update policies, or create a schedule for when policies will be updated.

Implementation of Administrative Monetary Penalty System (AMPS) for Town's Parking Offences

The AMPS program has been implemented for parking offences. Benefits of AMPS are improved customer service, reduced court backlog, more efficient use of staff time and reduced dispute rate.

Development of the Customer Experience Plan

The Customer Experience Plan (CEP) has been developed and identified a series of customer service delivery initiatives to be implemented, ranging from staff training to process improvements. The CEP supports the Town's Excellence Canada journey as exceptional customer service delivery is one of the key requirements to meet. The corporation is in the process of implementing the customer service delivery initiatives.

Implementation of additional features in the Human Resources Information System for Applicant Tracking and Onboarding

Digitization of HR processes improves efficiencies and service level to client departments and employees. In 2023, a project team comprised of IT and HR staff implemented the Applicant Tracking and Onboarding modules within ADP Workforce Now. These tools will enhance the experience of employees and support hiring managers in making evidence-based decisions in a timely manner. In addition, the team leveraged Office 365 to automate the Requisition and Vacancy Control form creating additional efficiencies and improving the speed of approvals.

New objectives

Maintain the formal policy management program

Maintaining the Town's policies and procedures is required to strengthen the commitment to business continuity that has recently been made. Currently, the Town has more than 250

policies and 70 standard operating procedures and process maps. As part of maintaining the formal policy management program, standard operating procedures will be documented on Town templates and saved on the Town's records management system. In addition, further recommendations that were provided as a result of the partnership with York University will be reviewed and implemented by staff.

Development of a corporate innovation platform

As part of the Excellence Canada initiative, the Project Management Office/Business Transformations office will be exploring options for the creation of an innovation platform for the Town. The Innovation platform will create the space for Town staff and partners to contribute to a culture of excellence and exceptional customer service delivery.

Objectives in progress

Excellence Canada - Plan for Platinum

The Town continues to plan for platinum, the next step in the national quality certification from Excellence Canada. The Project Management/Business Transformation office will continue to lead the journey and provide opportunities to staff from across the corporation to grow their leadership and project management skills by leading key continuous improvement efforts. Platinum certification requires two to three years of data that demonstrates progress in each of the pillars. The Town expects to be ready to submit the application in 2025/26.

Focus on the employee experience. Using findings from employee engagement survey initiatives and projects are designed with the employees in mind

Investing in people is important to attract and retain the best talent. One of the key initiatives that is directly linked to employee feedback is the development of a comprehensive Learning and Organizational Development Strategy with input from employees and leaders across the corporation. The strategy received approval in early 2023 and staff are well underway with its implementation starting with the development of key leadership competencies. The Town has also partnered with the northern six municipalities in York Region to procure vendors of record to provide learning and development opportunities for all staff.

Continue maturity of Project Management Office (PMO)

The town will further enhance the Project Management Office's maturity by advancing the project management methodology and framework to align with industry best practices.

The Project Management Office is currently developing initiatives including tools and templates and is offering training throughout the Corporation to enhance project management expertise, with the objective of increasing the number of staff who attain the Project Management Professional designation and related certifications. The PMO is also working on key reports, deploying new technology, developing capacity modelling and supporting business transformation across the corporation.

Continue implementation of Administrative Monetary Penalty System (AMPS) for Town By-laws

Bylaw and Legal Services will continue with the implementation of the AMPS program for non-parking bylaws. Transitioning Town bylaws commenced in the third quarter of 2023. Many existing bylaws will require amendments to include AMPS provisions.

Continue to implement additional features in the Human Resources Information System (HRIS)

Digitization of HR processes improves efficiencies and service level to client departments and employees. As mentioned above, the Applicant Tracking and Onboarding modules within ADP Workforce Now were implemented to enhance the experience of employees and support hiring managers in making evidenced based decisions in a timely manner. The HR team will continue to look at options within the HRIS for other processes including the Employee Status Form which is expected to be digitized before the end of 2023.

Implementation of the Human Resources Plan

Implementation of the Human Resources Plan is underway. A comprehensive Learning and Organizational Development Strategy was developed and shared with leaders and staff in the first quarter of 2023. Staff completed the digitization of the applicant tracking and onboarding processes and continues to review additional areas of opportunity including identifying needs for a learning management system.

Implementation of the Diversity, Equity and Inclusion Strategic Action Plan

The multi-year Diversity, Equity and Inclusion Strategic Plan has been developed and a project team has been established to ensure actions are taken to meet the eight objectives identified in the plan over the next several years.

Abandoned objectives

None.

Intentional Blank