GENERAL COMMITTEE MEETING AGENDA

TUESDAY, MAY 5, 2015

7 P.M.

COUNCIL CHAMBERS
AURORA TOWN HALL

TOWN OF AURORA
GENERAL COMMITTEE MEETING
AGENDA

Tuesday, May 5, 2015
7 p.m.
Council Chambers

Councillor Gaertner in the Chair

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

2. APPROVAL OF THE AGENDA

RECOMMENDED:

THAT the agenda as circulated by Legal and Legislative Services be approved.

3. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION

4. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION

5. DELEGATIONS

(a) **Darcy Romaine, resident of Aurora** pg. 1
   **Re: S. 132 of the *Municipal Act,* 2001 – Request for Temporary Right
   of Access to Adjacent Landowner's Property**

6. PRESENTATIONS BY THE ADVISORY COMMITTEE CHAIR

7. CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION

8.   **NOTICES OF MOTION**

     (a)   Councillor Mrakas   pg. 289
            Re: Canada Post Community Mailboxes

9.   **NEW BUSINESS/GENERAL INFORMATION**

10. **CLOSED SESSION**

11. **ADJOURNMENT**

AGENDA ITEMS

1. **PL15-039 – Public Consultation Process for Planning Applications**   pg. 2
    Highland Gate Developments Inc.
    21 Golf Links Drive
    Files: OPA-2015-01, SUB-2015-01 and ZBA-2015-02

    RECOMMENDED:

    THAT Report No. PL15-039 be received; and

    THAT in addition to the June 24, 2015 Public Planning meeting, two (2) additional Public Planning meetings be held in September and October for the purpose of receiving additional public comments related to Highland Gate Development Inc. Files: OPA-2015-01, SUB-2015-01 and ZBA-2015-02; and

    THAT the Public Planning meetings be held at a suitable venue outside of Council Chambers as determined by the Town Clerk, to accommodate the anticipated large volume of residents.

2. **PL15-040 – 2041 York Region Draft Growth Scenarios and Land Budget**   pg. 7

    RECOMMENDED:

    THAT Report No. PL15-040 be received; and

    THAT Report No. PL15-040 be referred to the May 21, 2015 Public Planning meeting for discussion.

3. **PL15-034 – Economy and Housing in Aurora**   pg. 47

    RECOMMENDED:

    THAT Report No. PL15-034 be received for information.

4. **BBS15-006 – Building Division Workload**   pg. 56

    RECOMMENDED:

    THAT Report No. BBS15-006 be received; and

    THAT the 2015 budget request for a Building Plan Examiner/Inspector be approved and recruitment for the position commence immediately; and

THAT Administrative Procedure No. 13 for Excess Hours and Overtime be waived for a period of one year to allow Building staff to be paid at straight time for any excess hours worked up to 44 hours in a week; and

THAT the expedited permit programs, Residential Express Permit Program and Green Path Program, be suspended until workload allows for the objectives of the programs to be successfully achieved.

5.   **CAO15-006 – Strategic Plan Report Card 2014**   pg. 68

RECOMMENDED:

THAT Report No. CAO15-006 be received for information.

6.   **CAO15-004 – Excellence Matters Aurora**   pg. 91

RECOMMENDED:

THAT Report No. CAO15-004 be received for information.

7.   **CFS15-017 – Capital Projects Status and Closures Report as of**   pg. 107
     December 31, 2014

RECOMMENDED:

THAT Report No. CFS15-017 be received; and

THAT the capital project closures and capital funding adjustments outlined in Attachments #1 and #2 of Report No. CFS15-017 be approved.

8.   **LLS15-028 – Pending List**   pg. 119

RECOMMENDED:

THAT Report No. LLS15-028 be received for information.

9.   LLS15-029 –   Notice Policy   pg. 136

RECOMMENDED:

THAT Report No. LLS15-029 be received; and

THAT staff bring forward By-law Number 5710-15, "BEING A BY-LAW to define the public notice policies and procedures for The Corporation of the Town of Aurora" to a future Council meeting for enactment; and

THAT "Administration Procedure No. 62 – Notice Provision Policy", as amended, be repealed on the day that By-law Number 5710-15 comes into force.

10.   LLS15-032 –   Flag Protocol and Flag Raising Policy   pg. 163

RECOMMENDED:

THAT Report No. LLS15-032 be received; and

THAT the "Flag Protocol and Flag Raising Policy" attached to Report No. LLS15-032 be approved; and

THAT Town of Aurora "Administration Procedure No. 59 – Flag Raising Policy" be repealed and replaced with the "Flag Protocol and Flag Raising Policy" attached to Report No. LLS15-032; and

THAT the description and guidelines for the Official Town Flag as set out in Report No. LLS15-032 be approved.

11.   LLS15-025 –   Audio Recording of Closed Session Meetings - Additional pg. 176
                        Information

RECOMMENDED:

THAT Report No. LLS15-025 be received for information.

12.   PR15-011 –   Parks Maintenance Service Level Standards   pg. 187

RECOMMENDED:

THAT Report No. PR15-011 be received; and

THAT the Parks Maintenance Service Level Standards be received by Council as information; and

THAT, subject to any clarifications, questions and or requested revisions by Council, the Parks Maintenance Service Level Standards be adopted effective June 1, 2015; and

THAT all remaining funds be returned to source.

13.   PR15-012 –   Tree Permit Application for 302 Ridge Road   pg. 192

RECOMMENDED:

THAT Report No. PR15-012 be received; and

THAT a permit be issued to the property owner for the removal of seven (7) trees from a property located at 302 Ridge Road.

14.   Parks and Recreation Advisory Committee Meeting Minutes of   pg. 197
April 16, 2015

RECOMMENDED:

THAT the Parks and Recreation Advisory Committee meeting minutes of April 16, 2015 be received for information.

15.   Trails and Active Transportation Advisory Committee Meeting   pg. 201
Minutes of April 17, 2015

RECOMMENDED:

THAT the Trails and Active Transportation Advisory Committee meeting minutes of April 17, 2015 be received for information.

16.   Memorandum from Chief Administrative Officer   pg. 204
Re: Communications

RECOMMENDED:

THAT the memorandum regarding Communications be received; and

THAT Council provide direction.

DELEGATION REQUEST

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to the Clerk's office by the following deadline:

4:30 P.M. ON THE BUSINESS DAY PRIOR TO THE REQUESTED MEETING DATE

COUNCIL/COMMITTEE/ADVISORY COMMITTEE DATE:
May 5, 2015

SUBJECT: S.132 of the Municipal Act 2001 enabling a municipality to grant a temporary right of access to an adjacent landowners property to allow for repair work.

NAME OF SPOKESPERSON: Darcy Romaine

NAME OF GROUP OR PERSON(S) BEING REPRESENTED (if applicable):

Darcy Romaine, homeowner in Aurora

BRIEF SUMMARY OF ISSUE OR PURPOSE OF DELEGATION:

To permit a temporary right of access to an adjacent landowner's property to enable roofers to safely place their ladders and repair the roof of the adjacent property. See section 132 of the Municipalities Act 2001.

PLEASE COMPLETE THE FOLLOWING:

Have you been in contact with a Town staff or Council member regarding your matter of interest?   **YES** ✔ ☐   **NO** ☐

IF YES, WITH WHOM?   Crystal, Dale Robson, and Patti Thoma   **DATE:**   April 24, 2015

☐   ✔ **I acknowledge that the Procedural By-law permits five (5) minutes for Delegations.**

AURORA
You're in Good Company

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. PL15-039

SUBJECT: *Public Consultation Process for Planning Applications*
Highland Gate Developments Inc.
21 Golf Links Drive
Files: OPA-2015-01, SUB-2015-01 and ZBA-2015-02

FROM: *Marco Ramunno, Director of Planning & Development Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. PL15-039 be received; and

THAT in addition to the June 24, 2015 Public Planning meeting, two (2) additional Public Planning meetings be held in September and October for the purpose of receiving additional public comments related to Highland Gate Development Inc. Files: OPA-2015-01, SUB-2015-01 and ZBA-2015-02; and

THAT the Public Planning meetings be held at a suitable venue outside of Council Chambers as determined by the Town Clerk, to accommodate the anticipated large volume of residents.

PURPOSE OF THE REPORT

The purpose of this report is to provide a background briefing on the subject planning applications and to direct Planning Staff to schedule two additional Public Planning Meetings at a suitable venue beyond the statutory requirements of the Planning Act.

BACKGROUND

The subject Official Plan Amendment, Draft Plan of Subdivision and Zoning Amendment applications were submitted on February 27, 2015 and were considered complete on March 2, 2015. Newspaper notifications of the complete application were published on The Aurora Banner and The Auroran on March 19, 2015. The application has been circulated to department and agencies for review and comments.

On April 15, 2015, the applicant held a community open house and presented the proposed Highland Gate redevelopment plan at Dr. G. W. Williams Secondary School in Aurora to the surrounding residents.

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A statutory Public Planning Meeting will be scheduled for June 24, 2015. A notice of Public Planning Meeting respecting the subject applications will be completed in accordance with the Planning Act requirements.

Location/ Land Use

The subject lands are located at the former Highland Gate Golf Club, municipally known as 21 Golf Links Drive. The subject site (approximately 101 acres) is located between Yonge Street and Bathurst Street, south of Wellington Street West (Figure 1).

The surrounding lands uses are as follows:

North: existing residential use (single detached residential);
South: existing residential use (single detached residential);
East: existing residential lands (Seniors Home and Apartment Buildings), Commercial uses along Yonge Street; and
West: Bathurst Street, vacant land in the Township of King.

Proposal

With the closure of the Highland Gate Golf Course, the Owner, Highland Gate Developments Inc. has applied to the Town for an Official Plan, Zoning By-law Amendments and Draft Plan of Subdivision on the subject lands.

The proposed redevelopment of the Highland Gate Golf Course is to develop a total of 184 single detached dwellings and a high-density residential block with small scale commercial uses at grade. In addition, the applicant is proposing to include public open space and trail system within the draft plan of subdivision. The proposed open space blocks will include parkettes, trails, floodlands, natural and hydrological sensitive areas.

Town of Aurora Official Plan

The subject lands are currently designated as "Private Parkland" and "Environmental Protection" by the Town of Aurora Official Plan. The westerly portion of the lands (approximately Murray Drive) is identified within the Oak Ridges Moraine Conservation Plan as Settlement Area.

The existing residential neighbourhood are designated as "Stable Neighbourhood" and "Suburban Residential". The lands along Yonge Street abutting the subject site are designated as "Promenade General" within the Aurora Promenade designation.

Zoning By-law

A majority of the subject lands are zoned "Major Open Space (O) which permits the existing golf course use. A small portion on the easterly portion of the site is zoned Major Open Space Exception O-2 which permits an accessory parking lot to the golf course.

COMMENTS

Public Consultation

Subsequent to the Notice of Complete Application published in The Aurora Banner and The Auroran, Planning Staff have received a large volume of public comments and concerns from the surrounding residents. A comprehensive list of the public comments will be summarized at a future public planning meeting. Planning Staff have been advised that a large number of surrounding residents attended the community open house on April 15, 2015. As such, Planning Staff is recommending that Council direct Staff to hold two (2) additional Public Planning Meetings beyond the statutory Planning Act requirement to allow public input.

Moreover, due to the large volume of residents who attended the open house meeting on April 15, 2015, Planning Staff is recommending the Public Planning meetings be held outside of the Council Chamber, at a suitable venue to accommodate the anticipated large volume of residents.

LINK TO STRATEGIC PLAN

The additional public planning meetings ***strengthening the fabric of our community by identifying new formats, methods and technologies to effectively and regularly engage the community.***

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None.

FINANCIAL IMPLICATIONS

None.

PREVIOUS REPORTS

None.

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CONCLUSIONS

The proposed Official Plan Amendment, Draft Plan of Subdivision, and Zoning By-law Amendment applications are currently under review by Town staff. Staff will continue to receive technical comments from the circulated agencies, as well as comments received from the public before the Public Planning Meetings. An information report will be prepared for the June 24 Public Planning Meeting.

ATTACHMENTS

Figure 1- Location Map

PRE-SUBMISSION REVIEW

Executive Leadership Team Meeting – April 23, 2015

Prepared by: Lawrence Kuk, Planner - Ext. 4343

Marco Ramunno, MCIP, RPP
Director of Planning & Development
Services

Neil Garbe
Chief Administrative Officer

LOCATION MAP

APPLICANT: Highland Gate Developments Inc.
FILE: OPA-2015-01, ZBA-2015-02 & SUB-2015-01
FIGURE 1

SUBJECT LANDS

Map created by the Town of Aurora Planning & Development Services Department, April 21, 2015. Base data provided by York Region & the Town of Aurora.
Air Photos taken Spring 2014, © First Base Solutions Inc., 2014 Orthophotography.
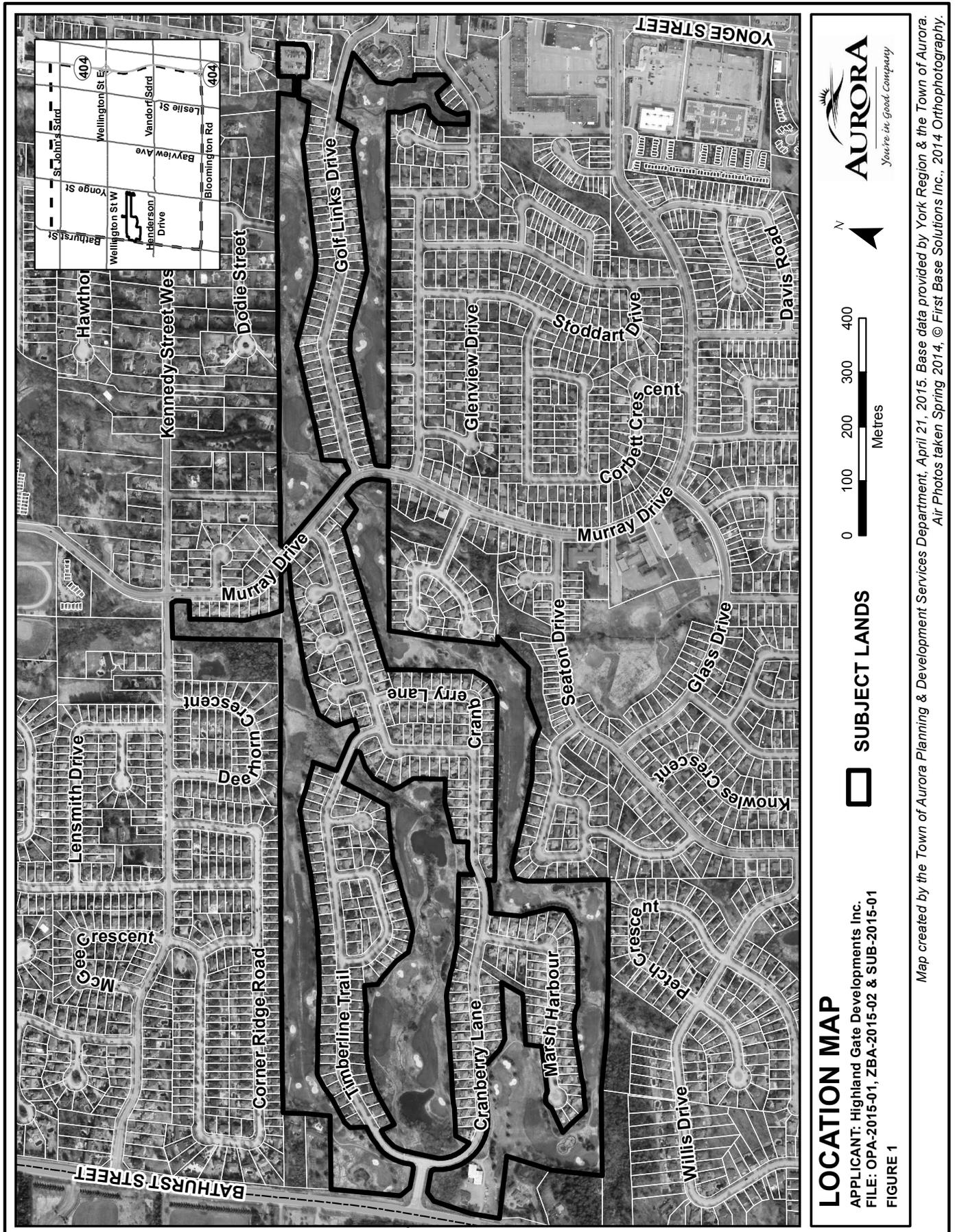
TOWN OF AURORA
GENERAL COMMITTEE REPORT   **No. PL15-040**

SUBJECT: *2041 York Region Draft Growth Scenarios and Land Budget*

FROM: *Marco Ramunno, Director of Planning and Development Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. PL15-040 be received; and

THAT Report No. PL15-040 be referred to the May 21, 2015 Public Planning meeting for discussion.

PURPOSE OF THE REPORT

The purpose of the report is to provide Council with an update on the Regional Official Plan Growth Scenarios recently presented to York Region Council.

BACKGROUND

Amendment 2 to the *Growth Plan for the Greater Golden Horseshoe*, which came into effect in June 2013, provides updated forecasts of population and employment for 2031 and introduces new population and employment forecasts for 2036 and 2041 for York Region and the rest of the Greater Golden Horseshoe (GGH). These forecasts are to be used for planning and managing growth in the GGH. York Region is forecast to grow to a population of 1.79 million and employment of 900,000 by 2041. In response, York Region is proceeding to update of the Region's population and employment forecasts as part of the Regional Municipal Comprehensive Review and 5 year Regional Official Plan update.

On April 23, 2015, Regional Council considered the draft 2041 York Region Draft Growth Scenarios and Land Budget. Three growth scenarios were developed by York Region staff based on varying levels of residential intensification. The three scenarios are: 40% intensification, 50% intensification and a no urban expansion scenario. The intensification percentages refer to the share of housing growth occurring annually within the provincially defined Built Boundary. The 40% scenario is the minimum standard for intensification set by the Growth Plan. Both the 40% and 50% intensification scenarios require an urban expansion to accommodate the 2041

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population and employment. The no urban expansion scenario constitutes the highest level of intensification possible. Under this scenario there would be no urban expansion in the Region beyond ROPA's 1 (Town of East Gwillimbury), 2 (City of Vaughan) and 3 (City of Markham). This scenario equates to an intensification level of approximately 65%. Finally, the 50% scenario is an intermediate scenario which lies in between the minimum and maximum intensification scenarios and is generally consistent with the level of intensification currently approved in the Regional Official Plan.

Table 1 below outlines the forecasted population for each municipality to 2041 under the three potential growth scenarios.

Table 1: *YROP-2010* and Draft Growth Scenarios Population Forecast

Municipality	YROP-2010: 2031 Population	40% Intensification: 2041 Population	50% Intensification: 2041 Population	No Urban Expansion: 2041 Population
Aurora	70,200	76,700	79,500	81,000
East Gwillimbury	86,500	135,300	113,400	108,700
Georgina	70,300	71,900	73,300	73,400
King	34,900	35,100	33,600	34,200
Markham	421,600	541,800	541,900	536,600
Newmarket	97,100	107,000	112,400	114,900
Richmond Hill	242,200	270,900	284,400	284,700
Vaughan	416,600	486,100	484,500	488,600
Whitchurch-Stouffville	60,600	65,200	67,000	67,900
York Region	**1,500,000**	**1,790,000**	**1,790,000**	**1,790,000**

Similar to the population forecast model, the employment forecast model projects York Region employment by a share analysis of GTHA employment taking into account labour force participation rates, net in-commuting and unemployment rates. Employment in Aurora is forecast to grow from approximately 33,500 jobs in 2031 to approximately 37,500 jobs in 2031 under all three growth scenarios.

COMMENTS

Staff have been in consultation with York Region for several months through the development of the draft scenarios. Detailed information related to approved lands for population and employment growth, existing and upcoming development applications and projected timelines have been provided to York Region to contribute to development the Regional forecasts and land budget. Based on this analysis, staff believe that projects with existing planning approvals could support a population of over

80,000 people and 38,000 jobs without significant amendments to the Town's Official Plan. The Town will be initiating its own Official Plan update in 2016 and will ensure conformity to the Regional Official Plan and Provincial Growth Plan.

LINK TO STRATEGIC PLAN

This report contributed to all 5 Objectives under the Strategic Plan goal of *Supporting an Exceptional Quality of Life for all* in outlining potential population and employment growth figures.

This report also supports the Strategic Plan goal of *Enabling a Creative, Diverse and Resilient Economy* through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business: Through the monitoring of emerging population and employment forecasts and can contribute to the *Develop plans to attract businesses that provide employment opportunities for our residents* action item.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council may choose to forward comments to York Region on the draft Growth Scenarios and Land Budget.

FINANCIAL IMPLICATIONS

None.

CONCLUSIONS

On April 23, 2015, Regional Council considered the draft 2041 York Region Draft Growth Scenarios and Land Budget. The three growth scenarios were developed by York Region staff based on varying levels of residential intensification. The three scenarios are: 40% intensification, 50% intensification and a no urban expansion scenario. Under the forecasts, population is expected to growth to approximately 80,000 people, while employment is expected to grow to 37,500 people by 2041. Staff have been in consultation with York Region for several months through the development of the draft scenarios and believe that projects with existing planning approvals could support a population of over 80,000 people and 38,000 jobs without significant amendments to the Town's Official Plan.

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ATTACHMENTS

York Region Committee of the Whole, Planning and Economic Development Report, April 23, 2015, 2041 York Region Draft Growth Scenarios and Land Budget.

PRE-SUBMISSION REVIEW

Executive Leadership Team meeting - April 23, 2015.

Prepared by: Anthony Ierullo, Manager of Long Range and Strategic Planning - Ext. 4742

Marco Ramunno
Director of Planning and Development
Services

Neil Garbe
Chief Administrative Officer

York Region

Clause 6 in Report No. 7 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on April 23, 2015.

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2041 York Region Draft Growth Scenarios and Land Budget

Committee of the Whole recommends:

1.   Receipt of the presentation by Valerie Shuttleworth, Chief Planner.

2.   Receipt of the following deputations:

   1.   Patricia Foran, Aird & Berlis LLP on behalf of Lindvest Properties (Cornell) Limited.

   2.   Don Given, Malone Given Parsons Ltd. on behalf of Box Grove Hill Developments Inc.

3.   Receipt of the communication from Ryan Mino-Leahan, KLM Partners Inc. on behalf of Melrose Properties Inc., Ironrose Investments Inc., MCN (Pinevalley) Inc., Mel-Terra Investments Inc., Azure Woods Home Corp., and Lazio Farms Holdings Inc., the owners of approximately 191.16 hectares of land located within Block 42 in the City of Vaughan, dated April 8, 2015.

4.   Adoption of the following recommendations, as amended, in the report dated March 26, 2015 from the Commissioner of Corporate Services and Chief Planner:

   1.   Council endorse *in principle* the three draft growth scenarios outlined in this report as the basis for further consultation *with local municipalities* and input to the Regional Municipal Comprehensive Review and Regional Official Plan Review.

   2.   The Regional Clerk circulate this report to local municipalities, Building Industry and Land Development Association and the Ontario Ministry of Municipal Affairs and Housing.

Committee of the Whole
Planning and Economic Development   1
April 9, 2014

2041 York Region Draft Growth Scenarios and Land Budget

1.   Recommendations

It is recommended that:

1. Council endorse the three draft growth scenarios outlined in this report as the basis for further consultation and input to the Regional Municipal Comprehensive Review and Regional Official Plan Review.

2. The Regional Clerk circulate this report to local municipalities, Building Industry and Land Development Association and the Ontario Ministry of Municipal Affairs and Housing.

2.   Purpose

This report presents population and employment forecasts to the year 2041 for three draft growth scenarios and a land budget. The information is to be used as the basis for further consultation and analysis through the next phase of the Regional Municipal Comprehensive Review (MCR) and for the current water and wastewater and transportation master plan updates.

3.   Background

Amendment 2 to the *Growth Plan for the Greater Golden Horseshoe* requires the Region to update its population and employment forecasts

Amendment 2 to the *Growth Plan for the Greater Golden Horseshoe* (the *Growth Plan*), which came into effect in June 2013, provides updated forecasts of population and employment for 2031 and introduces new population and employment forecasts for 2036 and 2041 for York Region and the rest of the Greater Golden Horseshoe (GGH). These forecasts are to be used for planning and managing growth in the GGH. York Region is forecast to grow to a population of 1.79 million and employment of 900,000 by 2041 (see Table 1). The Regional Official Plan must be brought into conformity with Amendment 2 by June 17, 2018.

2041 York Region Draft Growth Scenarios and Land Budget

Table 1
Growth Plan Schedule 3 Forecasts

York Region	2014*	2031	2036	2041
Population	1,133,900	1,590,000	1,700,000	1,790,000
Employment	564,600	790,000	840,000	900,000

Source: Growth Plan for the Greater Golden Horseshoe, 2006, Office Consolidation, June 2013

*Note: 2014 figures are a York Region Long Range Planning Division estimate.

Update of the Region's forecasts is part of the Regional Municipal Comprehensive Review and 5 year Regional Official Plan update

Committee and Regional Council received the "Regional Municipal Comprehensive Review Work Plan" staff report in May 2014, which outlined the work plan components and anticipated timing. The purpose of the work is to update the *York Region Official Plan, 2010* (*YROP-2010*) to be consistent with Amendment 2 to the *Growth Plan* and the updated *Provincial Policy Statement, 2014* and also to review *YROP-2010* policies. The MCR is a primary component of the mandatory five-year review and update of the *YROP-2010*, a requirement under the *Planning Act*.

The Regional Municipal Comprehensive Review consists of a number of studies and projects

The MCR involves undertaking a number of separate studies, some of which have been completed or are in progress while others are to follow. The review consists of the following key components.

- Residential unit supply inventory
- Employment land supply and major office inventories
- Regional land budget and associated studies including the Retail Trends Study, Employment Trends Analysis and Cemetery Land Needs Study
- *YROP-2010* policy review
- Long-term fiscal impact analysis
- Population and employment forecasts

The Region last undertook an MCR updating the existing *YROP-2010*. The updated MCR that incorporates Amendment 2 to the *Growth Plan* is following a similar methodology and approach in completing the forecasting and land budget work, relevant background studies, and policy review and consultation.

2041 York Region Draft Growth Scenarios and Land Budget

The new forecasts will provide the foundation for infrastructure master plans and development charges background study

Updates to the Regional Water and Wastewater Master Plan and the Transportation Master Plan are currently in progress and are planned to be completed in 2016. This work will be based on updated York Region population and employment forecasts in order to properly assess and plan for the Region's long-term infrastructure requirements. In addition, background work for the next development charges by-law will commence in 2016 and will be based on updated growth forecasts.

Draft growth scenarios will be the basis for iterative work in Phase 2 of the MCR

The population and employment draft growth scenarios presented in this report will be reviewed and evaluated through Phase 2 of the MCR process. They will be evaluated as part of the water and wastewater and transportation master plan process and will also be subject to a fiscal impact assessment and land use planning assessment. Based on this analysis along with consultation with the public, stakeholders and local municipalities, a preferred growth scenario is planned to be presented to Council in Q4 2015.

The draft growth scenarios were prepared within the context of provincial plans and the Provincial Policy Statement

The draft growth scenarios were prepared within the context of the *Provincial Policy Statement, 2014* (*PPS*), and a number of provincial planning documents including the *Growth Plan*, the *Greenbelt Plan*, the *Oak Ridges Moraine Conservation Plan* and the *Lake Simcoe Protection Plan*.

The *PPS* provides policy direction on land use matters that are of Provincial interest. All planning decisions must be consistent with *PPS* policies. Within York Region there is significant overlap between the requirements of the *PPS*, the *Growth Plan* and other plans. All draft growth scenarios considered the fundamental guiding principles contained in both the *PPS* and the *Growth Plan*:

- The building of strong, healthy, complete communities for people of all ages,

- Supporting a strong and competitive economy,

- Making wise use and management of natural resources to protect and enhance a clean, healthy environment, and

- Optimizing and making efficient use of infrastructure to support the planning of growth in a compact and efficient manner.

2041 York Region Draft Growth Scenarios and Land Budget

4.   Analysis and Options

Three draft growth scenarios were developed

Three growth scenarios were developed by York Region staff based on varying levels of residential intensification. The three scenarios are: 40% intensification, 50% intensification and a no urban expansion scenario. The intensification percentages refer to the share of housing growth occurring annually within the provincially defined Built Boundary. The 40% scenario is the minimum standard for intensification set by the Growth Plan. Both the 40% and 50% intensification scenarios require an urban expansion to accommodate the 2041 population and employment. The no urban expansion scenario constitutes the highest level of intensification possible. Under this scenario there would be no urban expansion in the Region beyond ROPA's 1, 2 and 3. This scenario equates to an intensification level of approximately 65%. Finally, the 50% scenario is an intermediate scenario which lies in between the minimum and maximum intensification scenarios.

The draft growth scenarios incorporate a range of demographic, economic, land use planning policy and infrastructure factors

Regional staff maintain an in-house population, household and employment forecast model. The model uses the cohort (age group) survival method modified by migration factors that ages the population and calculates future growth based on assumptions on fertility rates, mortality rates and net migration.

The model forecasts population and households for the GTHA and then distributes this growth to York Region and its local municipalities based on a share analysis of the housing market. This top down approach is used in conjunction with land use planning policy targets, vacant land inventories and infrastructure capacity, location and timing factors and local municipal growth management work. Figure 1 below summarizes the population and household forecast method.

2041 York Region Draft Growth Scenarios and Land Budget

Figure 1
Population and Household Forecast Methodology

Assumptions   Inputs

Natural Increase ➡ | Population Forecast by Age and Gender for the GTAH | ⬅ Net Migration

Headship Rates ➡ | Household Forecast by Unit Type for the GTAH | ⬅ Occupancy Patterns

Regional Shares ➡ | Household Forecast by Unit Type for York Region |

Local Municipal Share/Capacity ➡ | Household Forecast by Unit Type for the Local Municipalities |

Household Size ➡ | Local Municipal Population Forecast |

| York Region Population Forecast |

| York Region and Local Municipal Population Forecast by Age Structure |

The residential inventory work discussed in the report "Residential Unit Supply Inventory" endorsed by Council in March 2015 was an input to the housing unit forecast for the Region and local municipalities. Servicing capacity was a key consideration in the development of the draft growth scenarios. All three draft growth scenarios assume that the water and wastewater projects in the approved 2015 ten year capital plan will be maintained, in order to provide the required servicing capacity to accommodate growth within the planned time frame.

Growth of approximately 645,000 in population by 2041 is required to meet *Growth Plan* forecast

The *Growth Plan* forecast requires York Region to grow from a 2014 year-end population base of approximately 1.14 million to 1.79 million by 2041. This requires population growth of about 645,000 or an average annual growth level of about 24,300 people from 2015 to 2041. This compares to average annual historical growth of 26,500 people from 1981 to 2014.

2041 York Region Draft Growth Scenarios and Land Budget

Consistent population and housing growth is maintained for most of the forecast period to 2041 for all three draft growth scenarios

The 40% and 50% draft growth scenarios maintain relatively similar levels of annual population growth through the forecast period (see Figure 2) and are similar to recent levels of growth in the Region. The no urban expansion scenario shows slightly higher levels of population growth in the 2026 to 2031 period. The rate of growth declines towards the end of the forecast period as a result of the overall slowing of growth in the GTHA due to demographic trends and the ageing of society.

Figure 2
York Region Population Growth
by Five-Year Period
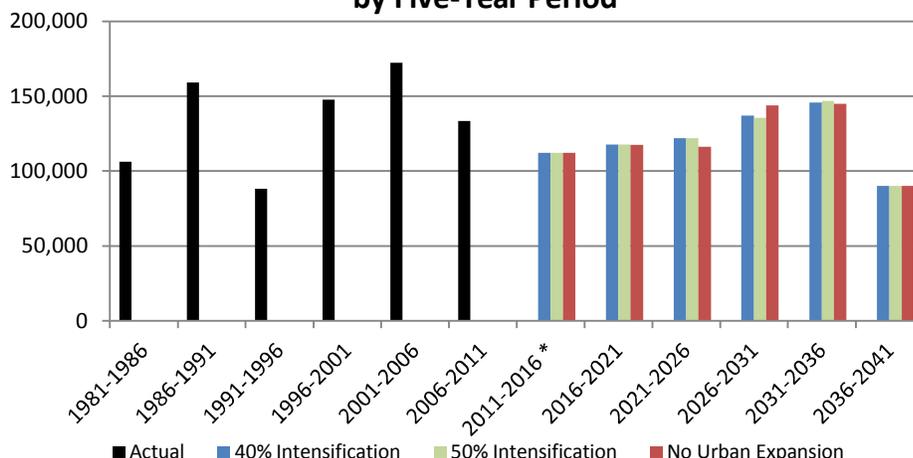
* Note: 2011-2016 – York Region Long Range Planning Division estimate based on CMHC housing completion data to 2014 and forecast to 2016.

Persons per unit forecast to decline at a slower rate than anticipated in forecast for the York Region Official Plan 2010

Persons per unit is calculated by dividing the total household population by the number of households. Changes in average persons per unit over time are important in planning for housing growth to reach target population forecasts. Over time, average household size has tended to decrease. This is a common trend in the western world and is related to a fertility rate below replacement level, an aging population and an increase in empty nesters, childless and single person households. Figure 3 shows historical and projected average persons per unit for York Region. Data from the 2011 Census as well as the background work done in support of the *Growth Plan* Amendment 2 forecasts indicate that the rate of decline is not as steep as was previously forecast in the work done for the *YROP-2010* due primarily to higher fertility and life expectancy. A slower rate of

Committee of the Whole
Planning and Economic Development
April 9, 2015

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2041 York Region Draft Growth Scenarios and Land Budget

decline in the average persons per unit means that fewer households will be required to accommodate the forecasted population.

Figure 3
York Region Persons per Household 1971 to 2041
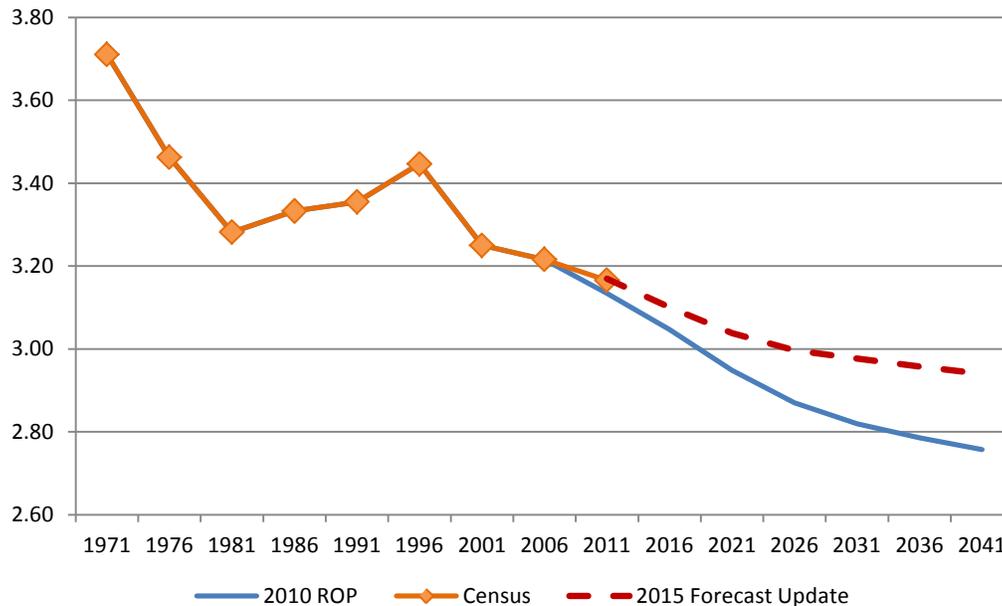
Draft growth scenarios result in varying levels of household growth and housing unit mixes

All three draft growth scenarios reach the *Growth Plan* target population of 1.79 million but each achieves this through different means in terms of housing growth and housing type mix. Table 2 compares the share of housing growth through ground-related units (single detached, semi-detached and row houses) and apartments for the last 10 years, the current *YROP-2010* forecast and the three growth scenarios.

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Table 2
Housing Mix Comparison – Share of Housing Growth By Unit Type

Scenario	Ground-Related Units	Apartments	Total	Total Stock Ground-Related / Apartments
2005 to 2014 Actual	79.2%	20.8%	100.0%	87% / 13%
YROP-2010 Forecast: 2006 to 2031	64.4%	35.6%	100.0%	78% / 22%
40% Intensification: 2011 to 2041	66.3%	33.7%	100.0%	79% / 21%
50% Intensification: 2011 to 2041	59.3%	40.7%	100.0%	75% / 25%
No Urban Expansion: 2011 to 2041	52.8%	47.2%	100.0%	71% / 29%

Historically, York Region's housing growth has been largely oriented to ground-related housing but there has been a shift in recent years to increasing shares of growth in medium and higher density forms of housing. In order to support the development of more complete communities with a range of housing types that are more compact, provide more affordable housing options and can support public transit and mixed use, all of the growth scenarios project an increased share of housing growth towards higher density forms. The no urban expansion scenario proposes the largest shift in housing type, with just under half of the housing growth from 2011 to 2041 in apartments. Attachment 1 provides detailed graphs on housing growth by type for each scenario, by 5-year period. Figure 4 shows average annual total housing growth for the three draft growth scenarios. The no urban expansion scenario necessitates high levels of apartment growth from 2026 onwards to meet the *Growth Plan* forecast for 2041.

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Figure 4
York Region Average Annual Housing Unit Growth by Five Year Period
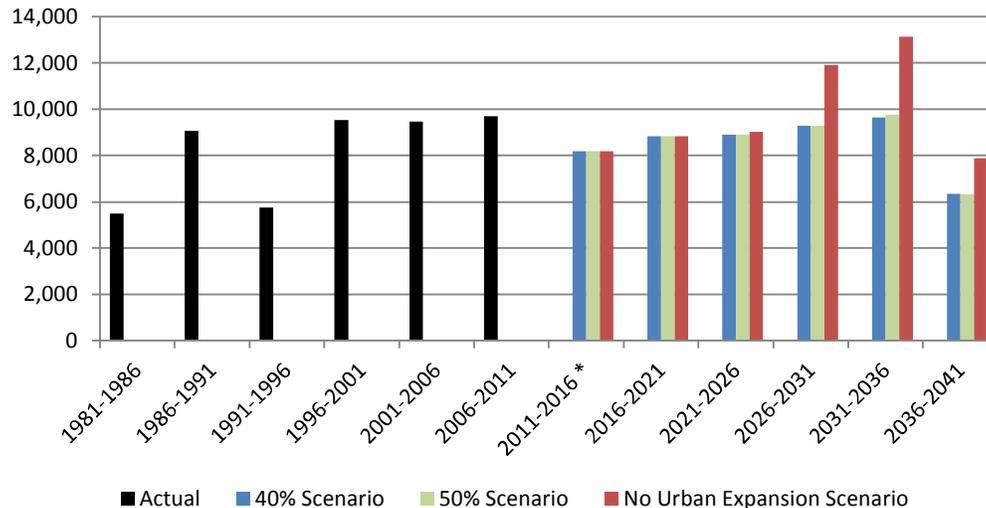
■ Actual   ■ 40% Scenario   ■ 50% Scenario   ■ No Urban Expansion Scenario

*Note: 2011-2016 – York Region Long Range Planning Division estimate based on CMHC housing completion data to 2014 and forecast to 2016.

Draft growth scenarios vary distributions of population growth among the Region's local municipalities

All nine local municipalities are projected to experience population growth under each scenario. Table 3 shows the forecast 2041 population by local municipality along with the current *YROP-2010* 2031 forecasts. However, since the three growth scenarios are based on varying levels of intensification, the distribution of growth to the Region's local municipalities varies with each scenario. Under the 40% scenario, the municipalities with the largest amount of available land for potential urban expansion show the highest levels of growth. Attachment 2 shows the full local municipal forecast by 5-year period for each growth scenario.

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Table 3
***YROP-2010* and Draft Growth Scenarios Population Forecast**

Municipality	YROP-2010: 2031 Population	40% Intensification: 2041 Population	50% Intensification: 2041 Population	No Urban Expansion: 2041 Population
Aurora	70,200	76,700	79,500	81,000
East Gwillimbury	86,500	135,300	113,400	108,700
Georgina	70,300	71,900	73,300	73,400
King	34,900	35,100	33,600	34,200
Markham	421,600	541,800	541,900	536,600
Newmarket	97,100	107,000	112,400	114,900
Richmond Hill	242,200	270,900	284,400	284,700
Vaughan	416,600	486,100	484,500	488,600
Whitchurch-Stouffville	60,600	65,200	67,000	67,900
York Region	1,500,000	1,790,000	1,790,000	1,790,000

Figure 5 displays the distribution of population growth among the nine local municipalities from 2011 to 2041. Markham, Vaughan and Richmond Hill are forecast to continue to accommodate the largest shares of the Region's residential growth. In addition, the Town of East Gwillimbury is anticipated to play a more significant role in the next 25 years in accommodating population growth in the Region with the extension of servicing capacity to allow for the full development of Holland landing, Sharon, Queensville, ROPA 1 lands and potentially additional urban expansion lands.

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Figure 5
2011 - 2041 Population Growth by Local Municipality
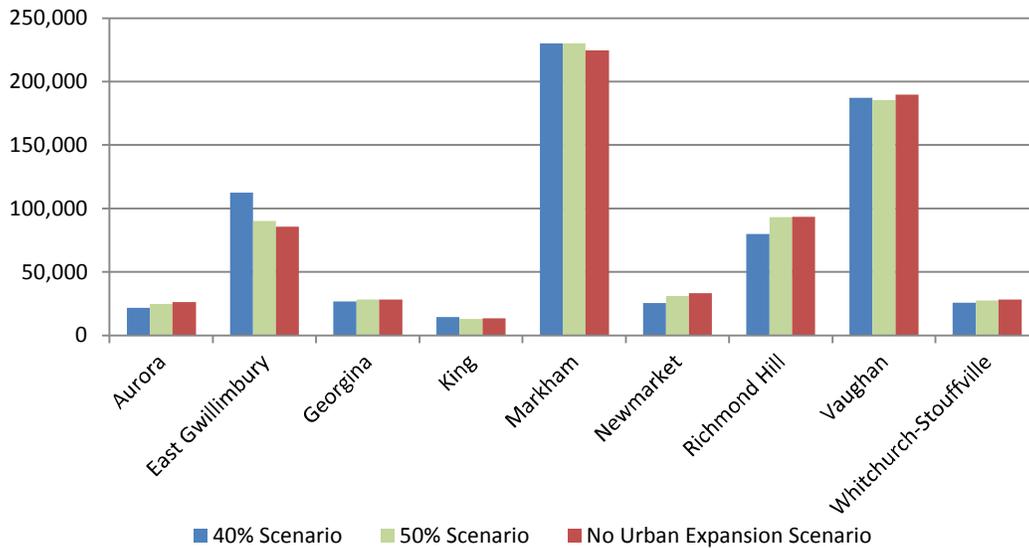

Employment growth is forecast by three employment types

Similar to the population forecast model, the employment forecast model projects York Region employment by a share analysis of GTHA employment taking into account labour force participation rates, net in-commuting and unemployment rates. Figure 6 summarizes the employment forecast method used for the draft growth scenarios.

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Figure 6
Employment Forecast Methodology

Assumptions   Inputs

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                    ┌─────────────────────────────────────────┐
                    │ Population Forecast by Age and Gender     │
                    │ for the GTAH                             │
                    └─────────────────────────────────────────┘
                                    ↓
Participation Rates ➡   ┌─────────────────────────────────────────┐
                    │ Labour Force Forecast for the GTAH       │
                    └─────────────────────────────────────────┘
                                    ↓
                    ┌─────────────────────────────────────────┐      ⬅ Net In-Commuting
                    │ Employment Forecast for the GTAH         │      ⬅ Unemployment Rate
                    └─────────────────────────────────────────┘
                                    ↓
                    ┌─────────────────────────────────────────┐
                    │ Employment Forecast for the GTAH by Type │
                    │ (Major Office, Population Related,        │
                    │ Employment Land)                         │
                    └─────────────────────────────────────────┘
                                    ↓
                    ┌─────────────────────────────────────────┐
                    │ York Region Share of GTAH Employment     │
                    │ Forecast by Category                     │
                    └─────────────────────────────────────────┘
                                    ↓
                    ┌─────────────────────────────────────────┐
                    │ York Region Employment Forecast          │
                    │ Distributed to Local Municipalities by   │
                    │ Category                                 │
                    └─────────────────────────────────────────┘
```

Employment is forecast by three types: major office employment, population-related employment and employment land employment. Definitions of each type are provided in Attachment 3. The following points summarize the key forecast assumptions for each employment type.

Major Office Employment: Major office employment growth is forecast through a market share analysis of the major office forecast for the entire GTHA. All three growth scenarios anticipate that York Region will increase its market share of GTHA office growth and that the Region's Centres and Corridors will attract increased levels of office development.

Population-Related Employment: Population-related employment is employment serving the local population (e.g. retail, services, education, government). Population-related employment is forecast as a ratio in relation to population growth since it tends to grow in response to population.

Employment Land Employment: Employment land employment is forecast by applying projected employment densities against vacant land supply in the Region's employment land areas. A factor was also applied to account for a portion of the employment growth occurring within existing vacant space and buildings. The Region's vacant employment land supply is based on the work contained in the report that Council considered in June 2014, titled "York Region Vacant Employment Land Inventory".

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Draft growth scenarios account for employment land conversions proposed to be supported by the Region

The employment land forecast takes account of employment land conversions in the City of Markham that are proposed to be supported by York Region staff. An accompanying staff report entitled "Proposed Employment Land Conversions, City of Markham" is being presented to Committee on the same April 9 2015 agenda. That report provides recommendations on 10 Markham site-specific employment land conversion requests within the context of the MCR and applicable policy framework. That report also provides recommendations on site-specific Official Plan amendments for three of the 10 properties adopted by Markham Council and sent to the Region for approval.

Employment growth in York Region is forecast to continue to shift to service producing sectors

York Region, along with the rest of the GTHA and Ontario continues to experience a shift from goods producing to a service producing economy. Since recovering from the 2008/2009 economic recession, employment in York Region has been growing steadily at an average annual growth of about 15,000 jobs per year over the past five years. While it is anticipated that manufacturing and related industries will remain key parts of York Region's economy, its share of future employment growth is anticipated to decline. Figure 7 shows historical and forecast employment growth under the three growth scenarios.

Figure 7
York Region Employment Growth
by Five-Year Period
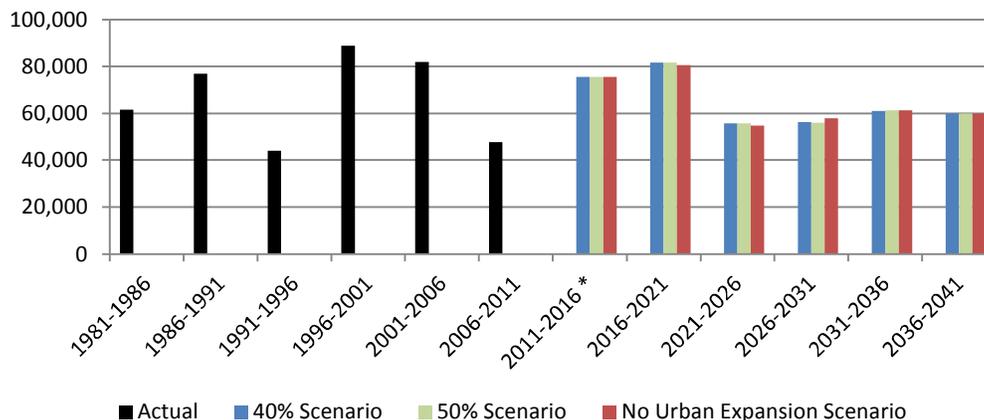
* Note: 2011-2016 – York Region Long Range Planning Division estimate based on York Region 2014 employment survey and forecast to 2016.

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Table 4 displays the forecast employment by type for York Region in 2041 in comparison to the forecast for 2031 in the current *YROP-2010*. The new growth scenarios anticipate a greater share of employment growth occurring in the major office and population-related employment categories reflecting the shift to the service-producing sectors. The no urban expansion scenario results in a slightly lower share of employment land employment in 2041 in comparison to the other two scenarios.

Table 4
York Region Employment Forecast By Type Comparison

Scenario	Major Office	Employment Land	Population-Related	Total
YROP-2010: 2031	15.4%	47.4%	37.2%	100%
40% and 50%: 2041 Intensification	18.0%	41.5%	40.5%	100%
No Urban Expansion: 2041	18.7%	40.7%	40.6%	100%

Each local municipality in the Region is forecast to continue to accommodate growth in employment

Forecast employment at the York Region level was distributed to the local municipalities based on available and potential employment land supply, ability to attract major office development and in relation to population growth. All nine local municipalities are projected to experience employment growth over the forecast period. Figure 8 shows total employment growth by local municipality for 2011 to 2041 by draft growth scenario. Attachment 4 shows the full employment forecast by 5 year period for each scenario by local municipality.

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Figure 8
2011-2041 Employment Growth by Local Municipality
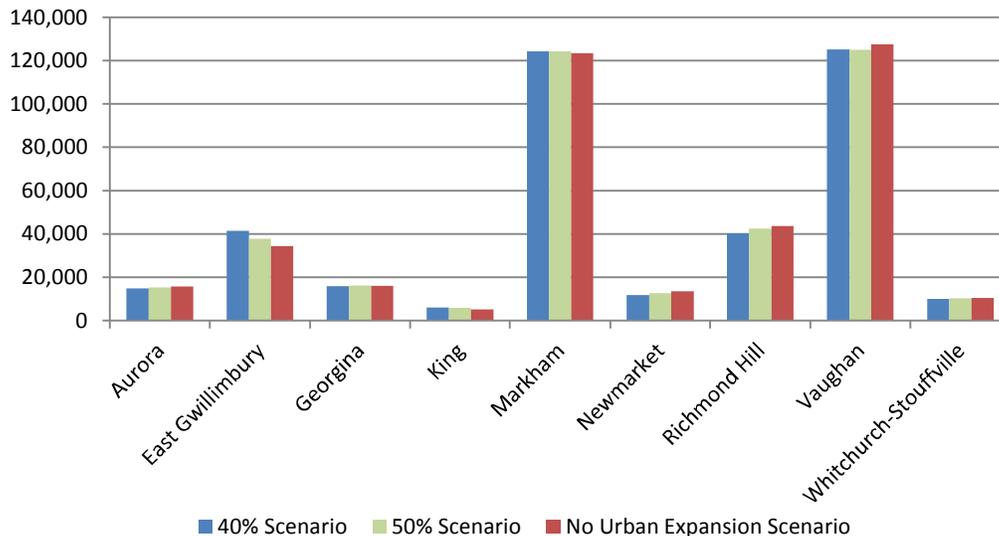
Vaughan has the largest share of employment land employment growth in the Region owing to its large vacant land supply, located mainly in West Vaughan. Major office employment is forecast to continue to increase in the Region's existing major office concentrations in Markham, Richmond Hill, Vaughan, Aurora and Newmarket in both Centres and Corridors and employment areas and business parks. Large increases in population-related employment growth are forecast for those local municipalities anticipated to experience a relatively higher amount of population growth.

40% and 50% intensification draft growth scenarios require urban expansion for residential and employment lands

A land demand/supply analysis (land budget) was undertaken to determine the ability of the existing Urban Area in York Region to accommodate the forecast population and employment growth. Both the 40% and 50% intensification growth scenarios require additional urban lands to accommodate the population and employment forecast to 2041. The area remaining outside of the existing Urban Area and also outside of the Greenbelt Plan boundary, an area commonly referred to as the "Whitebelt Lands", could potentially be used for urban expansion if required (see map in Attachment 5). These remaining areas in York Region are in East Gwillimbury, King, Markham, Vaughan and Whitchurch-Stouffville, totalling approximately 4,500 developable hectares.

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Table 5 summarizes the approximate urban expansion requirements for the 40% and 50% intensification scenarios based on a preliminary review and analysis. A more fulsome analysis of land requirements and locations within the Region for urban expansion will be assessed and options proposed through Phase 2 of the MCR. This would also include the release of a comprehensive and detailed forecasting and land budget report outlining methodology and assumptions.

Table 5
Draft Growth Scenario Whitebelt Land Requirements (hectares) to 2041

Scenario	Community Lands	Employment Lands	Total
40% Intensification Scenario	2,300	160	2,460
50% Intensification Scenario	1,100	160	1,260

Preferred growth scenarios must meet *Growth Plan* requirements

The following are key *Growth Plan* policy requirements that must be met by the preferred growth scenario:

- Population and employment forecasts in Schedule 3 are to be used for planning and managing growth.

- By 2015 and for each year thereafter, a minimum of 40% of all residential development occurring annually will be within the built-up area.

- Urban growth centres are planned to achieve by 2031 or earlier, a gross density target of 200 people and jobs per hectare.

- The designated greenfield area will be planned to achieve a minimum density target that is not less than 50 residents and jobs combined per hectare.

All three draft growth scenarios meet the Schedule 3 forecast of 1.79 million population and 900,000 jobs by 2041. In addition, all three also meet the minimum 40% intensification requirement. Density targets for the Region's urban growth centres are maintained in all scenarios. Regional staff have undertaken preliminary work on the 50 people and jobs density analysis which will be completed as part of the Phase 2 land use planning evaluation of the draft growth scenarios.

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Draft growth scenarios will be subject to review and consultation in Phase 2 of the MCR

The three draft growth scenarios were developed in consultation with regional departments and the local municipalities, and are the product of a number of assumptions based on the most recent social, demographic and economic trends and on provincial, regional and local policy. As part of MCR Phase 2 consultation and evaluation work, there may be significant refinements to the draft growth scenarios in deriving the preferred scenario.

The three draft growth scenarios will be discussed, reviewed and evaluated based on a number of factors including:

- The planned urban structure of centres and corridors that provide a focus for intensification, mixed use development and live/work opportunities,

- Transit supportive and pedestrian oriented new, complete communities,

- Protection of the Greenbelt and Oak Ridges Moraine and agricultural, rural and resource areas,

- Transit investment to support intensification,

- The pace of growth and required infrastructure investment for water and wastewater and roads and cycling,

- The long-term financial impact of growth and fiscal responsibility,

- Job creation to match labour force growth that requires the identification and protection of employment lands,

- Housing diversity and affordable housing to offer regional residents housing choices and for attracting a more diverse and skilled labour force and

- A land use planning analysis that will include an assessment of options for different locations for urban expansion, should this be required as part of the preferred scenario.

Regional Council, local municipal councils and staff, the development industry and other stakeholders will be consulted on the draft growth scenarios in this next phase of the MCR. Phase 2 will be an extensive, iterative process involving multiple rounds of scenario evaluation and refinement. The cost of infrastructure will be a key consideration in the identification of the preferred growth scenario and the associated distribution of growth at the local municipal level.

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The Province is currently embarking on a review of the *Greenbelt* and *Oak Ridges Moraine Plans* as well as the *Growth Plan*. If required, the draft growth scenario forecasts and land budget will take into account any policy changes in these plans which may affect the forecasts and land budget.

Preferred growth scenario is expected to be presented to Council in Q4 2015

Based on the analysis described above in Phase 2, a recommended growth scenario is anticipated to be presented to Council in Q4 2015. The recommended growth scenario could be a refined version of one of the three scenarios presented in this report or it could be a modified version combining different elements of these scenarios. A draft Official Plan Amendment incorporating the preferred growth scenario is anticipated to be brought forward in mid-2016.

Link to key Council-approved plans

The MCR will result in an amendment to the *YROP-2010* to update the Regional and local municipal population and employment forecasts and associated policies. The MCR also supports a number of the *2015 to 2019 Strategic Plan* Priority Areas including – Managing Environmentally Sustainable Growth, Strengthening the Region's Economy and Supporting Community Health and Well-being. The MCR work will also support *Vision 2051's* goal area of Creating Liveable Cities and Complete Communities through the preparation of updated growth forecasts and land budget that will provide the framework for the future growth and development of communities in the Region.

5.   Financial Implications

The forecast and land budget work was undertaken in-house by existing staff in the Planning and Economic Development branch, with support from staff in other Regional branches and departments.

A comprehensive fiscal impact analysis will be undertaken during Phase 2 to assist in the evaluation and development of a recommended scenario. The recommended growth scenario will form the basis for the growth forecast for the next development charge by-law update which is required to be adopted in 2017.

6.   Local Municipal Impact

Local municipal staff are part of the MCR Technical Advisory Committee which met on December 8, 2014 and February 10, 2015 to discuss the MCR process, residential land supply, review of Regional Official Plan policies and the draft

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growth scenarios. In addition, regional staff met with staff from each local municipality individually in December 2014, January and February 2015 to discuss the residential land supply that feeds into the draft growth scenarios. Local municipal staff will continue to be consulted through the next phase of the MCR involving the evaluation of the three growth scenarios. The new forecasts generated through the MCR, once approved, will be the new forecasts to which local official plans will need to conform and form the basis for local municipal infrastructure and service delivery planning.

7.   Conclusion

York Region is required to update its forecasts to be consistent with Amendment 2 to the *Growth Plan* which forecasts the Region to grow to 1.79 million people and 900,000 jobs by 2041. In mid-2014, Regional staff commenced a Regional Municipal Comprehensive Review to update the Region's forecasts and review policies in the Regional Official Plan. New forecasts are required as input to the water and wastewater and transportation master plan updates as well as the forthcoming development charges by-law update.

This report has presented three draft growth scenarios for population and employment forecasts to 2041 by local municipality. These scenarios are to be evaluated and refined through Phase 2 of the MCR from the perspective of water/wastewater and transportation infrastructure, financial and land use planning impacts as well as local municipal and stakeholder input. A recommended growth scenario will be presented to Council in Q4 2015.

For more information on this report, please contact Paul Bottomley, Manager, Policy, Research and Forecasting at 905-830-4444 ext.71530.

The Senior Management Group has reviewed this report.

Attachments (5)

#6051013

Accessible formats or communication supports are available upon request

Attachment 1: York Region Actual and Forecast Average Annual Housing Growth for Ground Related and Apartment Unit Types

York Region Actual and Forecast Average Annual Housing Growth - 40% Scenario

Legend: Ground Related Actual | Apartments Actual | Ground Related Forecast | Apartments Forecast

Period	Apartments	Ground Related
1981-1986	2%	98%
1986-1991	18%	82%
1991-1996	28%	72%
1996-2001	12%	88%
2001-2006	12%	88%
2006-2011	15%	85%
2011-2016	31%	69%
2016-2021	30%	70%
2021-2026	32%	68%
2026-2031	36%	64%
2031-2036	36%	64%
2036-2041	39%	61%

Notes: 40% Scenario refers to 40% of all housing unit growth occurring annually within the Provincially defined built boundary from 2015 to 2041.
2011-2016 - York Region Long Range Planning Division estimate based on CMHC housing completion data to 2014 and forecast to 2016.

York Region Actual and Forecast Average Annual Housing Unit Growth - 50% Scenario

Period	Ground Related	Apartments
1981-1986	98%	2%
1986-1991	82%	18%
1991-1996	72%	28%
1996-2001	88%	12%
2001-2006	88%	12%
2006-2011	85%	15%
2011-2016	69%	31%
2016-2021	63%	37%
2021-2026	60%	40%
2026-2031	56%	44%
2031-2036	56%	44%
2036-2041	53%	47%

Legend: Ground Related Actual, Apartments Actual, Ground Related Forecast, Apartments Forecast
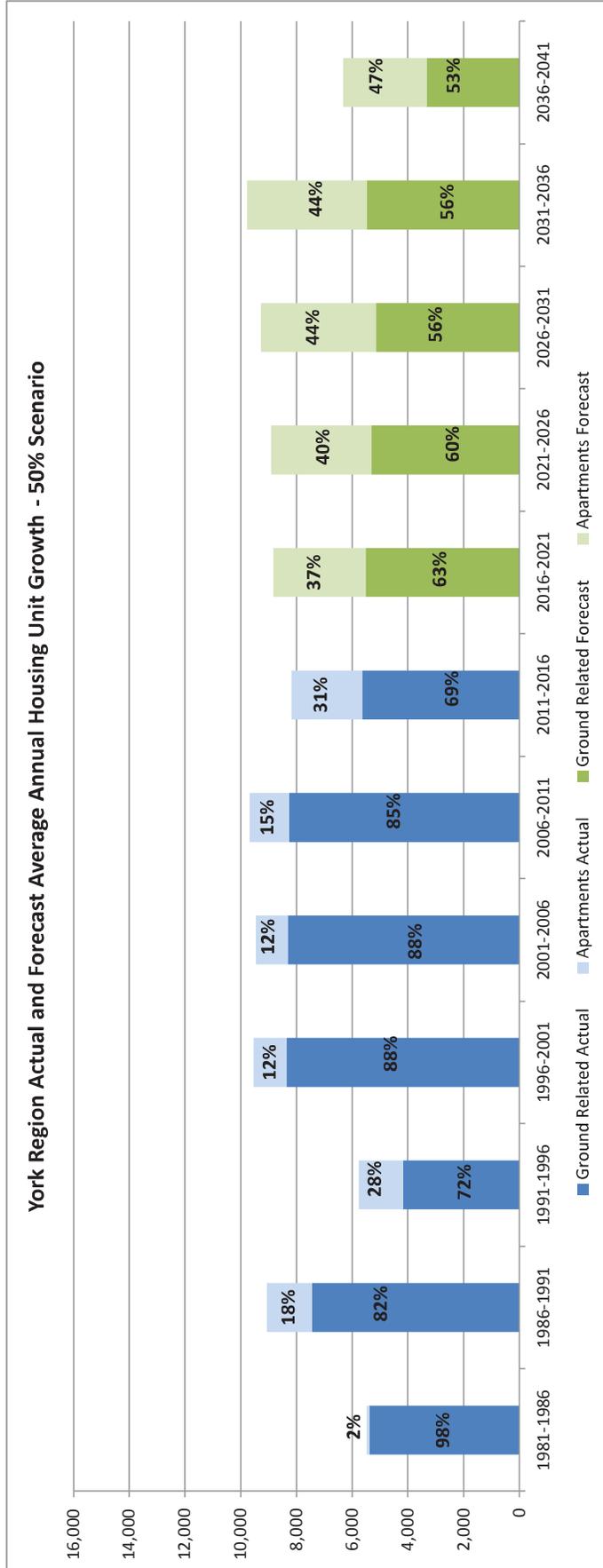
Notes: 50% Scenario refers to 50% of all housing unit growth occurring annually within the Provincially defined built boundary from 2015 to 2041.
2011-2016 - York Region Long Range Planning Division estimate based on CMHC housing completion data to 2014 and forecast to 2016.

2

York Region Actual and Forecast Average Annual Housing Unit Growth - No Urban Expansion

Legend:
- Ground Related Actual
- Apartments Actual
- Ground Related Forecast
- Apartments Forecast

Period	Ground Related	Apartments
1981-1986	98%	2%
1986-1991	82%	18%
1991-1996	72%	28%
1996-2001	88%	12%
2001-2006	88%	12%
2006-2011	85%	15%
2011-2016	69%	31%
2016-2021	70%	30%
2021-2026	68%	32%
2026-2031	46%	54%
2031-2036	35%	65%
2036-2041	39%	61%
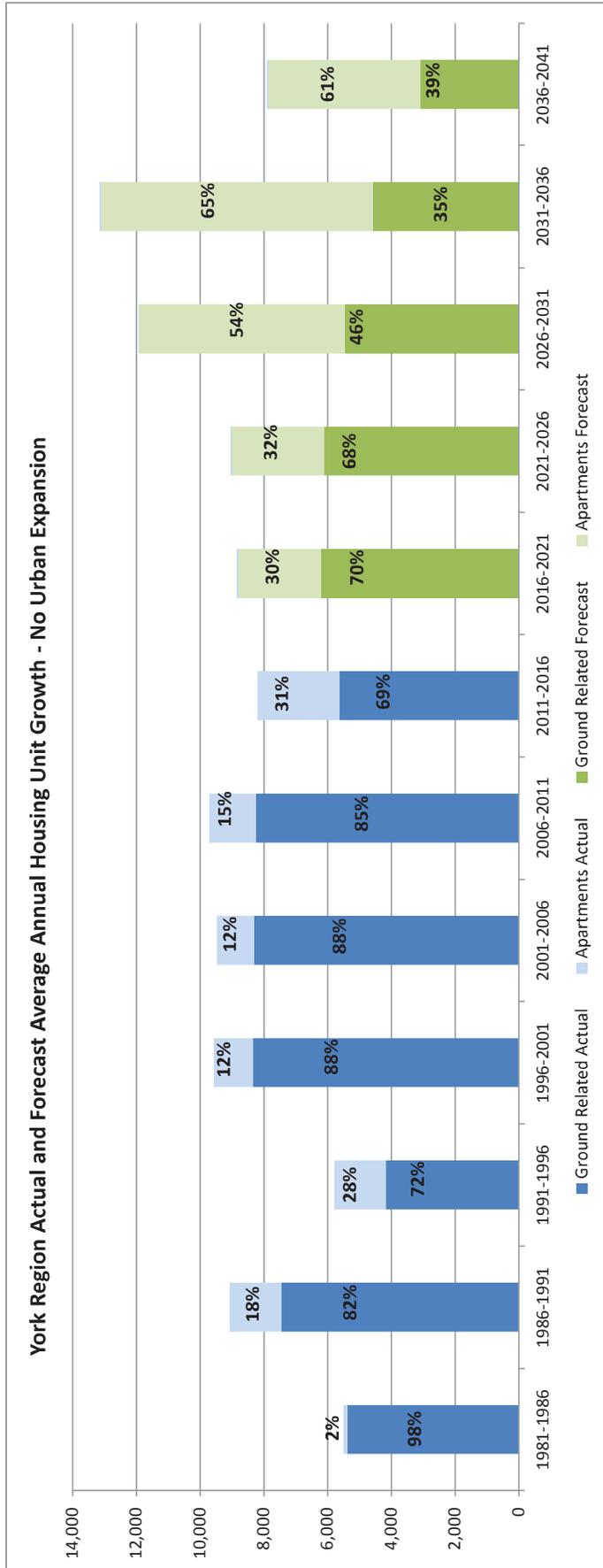
Notes: No Urban Expansion Scenario assumes no urban expansion in the Region beyond existing designations (including ROPA's 1,2 and 3). This scenario equates to an intensification level of approximately 65%.

2011-2016 - York Region Long Range Planning Division estimate based on CMHC housing completion data to 2014 and forecast to 2016.

3

Attachment 2: Population Forecasts by Five-Year Period for Draft Growth Scenarios

Population Forecast by 5-year period - 40% Intensification Scenario

	2011	2016	2021	2026	2031	2036	2041
Aurora	54,600	58,200	63,700	69,600	72,700	75,000	76,700
East Gwillimbury	23,000	25,600	38,200	49,500	85,200	115,100	135,300
Georgina	45,000	47,400	50,400	53,800	58,300	65,400	71,900
King	20,500	25,300	28,800	31,300	32,100	34,300	35,100
Markham	311,800	355,200	392,200	434,300	456,700	509,800	541,800
Newmarket	81,500	87,400	92,100	97,100	100,300	104,200	107,000
Richmond Hill	190,900	209,800	227,500	244,700	255,900	265,000	270,900
Vaughan	298,800	323,100	349,600	377,200	431,000	467,200	486,100
Whitchurch-Stouffville	39,400	45,600	52,900	59,900	62,200	64,000	65,200
York Region	1,065,500	1,177,600	1,295,400	1,417,400	1,554,400	1,700,000	1,790,000

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	2011	2016	2021	2026	2031	2036	2041
Aurora	54,600	58,200	63,300	68,600	73,100	77,100	79,500
East Gwillimbury	23,000	25,600	36,100	45,500	66,300	94,400	113,400
Georgina	45,000	47,400	50,000	52,900	57,200	66,000	73,300
King	20,500	25,300	28,200	30,200	31,800	33,100	33,600
Markham	311,800	355,200	394,100	437,600	474,800	515,700	541,900
Newmarket	81,500	87,400	92,700	98,300	103,200	108,500	112,400
Richmond Hill	190,900	209,800	229,400	248,200	263,800	276,700	284,400
Vaughan	298,800	323,100	349,700	378,100	420,700	463,200	484,500
Whitchurch-Stouffville	39,400	45,600	52,000	58,100	62,200	65,300	67,000
York Region	1,065,500	1,177,600	1,295,500	1,417,500	1,553,100	1,700,000	1,790,000

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	2011	2016	2021	2026	2031	2036	2041
Aurora	54,600	58,200	64,300	70,500	72,800	77,700	81,000
East Gwillimbury	23,000	25,600	37,500	50,500	101,600	105,500	108,700
Georgina	45,000	47,400	50,400	54,400	69,200	71,700	73,400
King	20,500	25,300	28,800	31,600	32,100	33,400	34,200
Markham	311,800	355,200	392,200	429,200	453,200	504,900	536,600
Newmarket	81,500	87,400	92,100	96,300	101,100	109,900	114,900
Richmond Hill	190,900	209,800	227,500	242,100	254,400	273,100	284,700
Vaughan	298,800	323,100	349,600	376,900	408,100	457,900	488,600
Whitchurch-Stouffville	39,400	45,600	52,900	59,800	62,700	65,900	67,900
York Region	1,065,500	1,177,600	1,295,300	1,411,300	1,555,200	1,700,000	1,790,000

Notes: No Urban Expansion Scenario assumes no urban expansion in the Region beyond ROPA's 1, 2 and 3.

2011 data is a York Region Long Range Planning Division estimate adjusted for the Census undercount.

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	2011	2016	2021	2026	2031
Aurora	54,600	63,700	68,100	69,600	70,200
East Gwillimbury	23,000	34,700	48,100	66,300	86,500
Georgina	45,000	52,800	57,900	63,900	70,300
King	20,500	27,000	29,900	32,500	34,900
Markham	311,800	337,800	370,300	398,300	421,600
Newmarket	81,500	88,700	91,900	94,500	97,100
Richmond Hill	190,900	216,900	231,400	239,100	242,200
Vaughan	298,800	329,100	360,400	388,800	416,600
Whitchurch-Stouffville	39,400	49,400	55,800	59,100	60,600
York Region	1,065,500	1,200,100	1,313,800	1,412,100	1,500,000

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Attachment 3: Employment Type Definitions

Major Office Employment: Employment occurring in office building of 1,860 square metres (20,000 square feet) or larger (does not include city or town halls, hospitals or school board offices). Major office employment forms a key part of the Region's strategy for maintaining and attracting high quality jobs. Growth in office development is also a key component of the Region's Centres and Corridors strategy and is needed to support the Region's major transit infrastructure investments.

Population-Related Employment: Employment serving the local population such as retail, services, education, municipal government, institutions and community services. This type of employment tends to grow mainly in response to population growth..

Employment Land Employment: Refers to employment within the Region's employment lands, excluding major office employment. This employment category typically includes business activities such as manufacturing, research and development, warehousing and also includes ancillary retail and service uses.

Attachment 4: Employment Forecasts by Five-Year Period for Draft Growth Scenarios

Employment Forecast by 5-year period - 40% Intensification Scenario

	2011	2016	2021	2026	2031	2036	2041
Aurora	21,900	25,500	29,400	31,700	33,400	35,200	37,000
East Gwillimbury	7,400	9,100	13,800	17,800	27,000	37,500	48,900
Georgina	7,700	9,000	11,600	13,400	16,100	19,600	23,600
King	8,200	9,700	10,900	11,500	12,000	13,100	14,300
Markham	154,800	176,300	200,100	219,400	234,900	255,500	275,700
Newmarket	42,800	45,400	47,900	49,800	51,500	53,300	55,000
Richmond Hill	69,300	79,500	88,800	95,400	100,500	105,600	110,400
Vaughan	185,100	215,500	246,500	263,700	282,400	298,000	312,100
Whitchurch-Stouffville	12,800	15,300	18,100	20,000	21,200	22,200	23,000
York Region	510,000	585,300	667,100	722,700	779,000	840,000	900,000

1

	2011	2016	2021	2026	2031	2036	2041
Aurora	21,900	25,500	29,300	31,500	33,500	35,500	37,400
East Gwillimbury	7,400	9,100	13,400	17,000	23,800	34,000	45,200
Georgina	7,700	9,000	11,500	13,300	15,900	19,700	23,900
King	8,200	9,700	10,800	11,300	12,000	12,900	14,100
Markham	154,800	176,300	200,500	220,100	237,900	256,600	275,600
Newmarket	42,800	45,400	48,000	50,000	52,000	54,000	55,900
Richmond Hill	69,300	79,500	89,200	96,100	101,900	107,600	112,700
Vaughan	185,100	215,500	246,500	263,800	280,700	297,400	312,000
Whitchurch-Stouffville	12,800	15,300	17,900	19,700	21,100	22,300	23,200
York Region	**510,000**	**585,300**	**667,100**	**722,800**	**778,800**	**840,000**	**900,000**

2

	2011	2016	2021	2026	2031	2036	2041
Aurora	21,900	25,500	29,400	32,000	33,600	35,800	38,000
East Gwillimbury	7,400	9,100	13,600	17,800	29,500	35,800	41,900
Georgina	7,700	9,000	11,600	13,500	17,800	20,900	23,700
King	8,200	9,700	10,900	11,600	12,000	12,700	13,400
Markham	154,800	176,300	199,400	217,600	233,000	253,300	274,800
Newmarket	42,800	45,400	47,900	49,600	51,600	54,200	56,600
Richmond Hill	69,300	79,500	88,700	94,900	100,500	107,200	113,800
Vaughan	185,100	215,500	246,400	263,800	279,400	297,600	314,400
Whitchurch-Stouffville	12,800	15,300	18,000	20,000	21,200	22,500	23,400
York Region	510,000	585,300	665,900	720,800	778,600	840,000	900,000

Notes: No Urban Expansion Scenario assumes no urban expansion in the Region beyond ROPA's 1, 2 and 3.

2011 based on the York Region 2011 employment survey.

3

	2011	2016	2021	2026	2031
Aurora	22,100	29,000	32,400	33,500	34,200
East Gwillimbury	7,400	11,600	18,700	26,700	34,400
Georgina	7,700	11,000	13,900	17,400	21,200
King	8,200	9,700	11,000	11,400	11,900
Markham	151,600	200,300	221,500	231,200	240,400
Newmarket	43,100	47,600	48,700	49,000	49,400
Richmond Hill	70,100	86,100	94,300	97,400	99,400
Vaughan	187,000	226,000	248,900	257,600	266,100
Whitchurch-Stouffville	12,800	19,200	21,900	22,700	23,000
York Region	510,000	640,500	711,200	746,900	780,000

4

York Region Land Use Categories

Attachment 5

Land Use Categories

- Built-up Area
- Undelineated Built-up Area*
- Designated Greenfield Area
- Greenbelt Area
- ROPA 3 - Under Appeal

*Undelineated Built Up Areas are smaller unserviced or partially-serviced settlement areas (as identified by the Province) with limited capacity to accommodate significant future growth.

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KLM
PLANNING PARTNERS INC.

File: P-2367

April 8, 2015

Via E-Mail and Regular Mail

The Regional Municipality of York
York Region Administration Centre
17250 Yonge Street,
Newmarket, Ontario
L3Y 6Z1

Attention: Mr. Denis Kelly, Regional Clerk

RE: York Region Official Plan 5-Year Review, Municipal Comprehensive Review and 2041
York Region Draft Growth Scenarios and Land Budget
Melrose Properties Inc., Ironrose Investments Inc., MCN (Pinevalley) Inc., Mel-Terra
Investments Inc., Azure Woods Home Corp., and Lazio Farms Holdings Inc.
Block 42
City of Vaughan

Dear Mr. Kelly,

KLM Planning Partners Inc is the land use planning consultant retained by Melrose Properties
Inc., Ironrose Investments Inc., MCN (Pinevalley) Inc., Mel-Terra Investments Inc., Azure Woods
Home Corp., and Lazio Farms Holdings Inc. (the "client"), the owners of approximately 191.16
hectares (472.33 acres) of land located within Block 42 in the City of Vaughan (the "subject
lands"). Block 42 is bounded by Weston Road to the east, the King/Vaughan municipal boundary
located north of King-Vaughan Road to the north, Pine Valley Drive to the west and Kirby Road
to the south.

We are submitting this letter on behalf of our client in response to the Region of York's recent
announcement of the commencement of the statutory 5-year review and Municipal
Comprehensive Review ("MCR") of the existing 2010 Official Plan, and the 2041 York Region
Draft Growth Scenarios and Land Budget" report of the Commissioner of Corporate Services
and the Chief Planner being considered by the Committee of the Whole on April 9, 2015. The
Region of York is conducting this review concurrently with the coordinated review of the
*Growth Plan, Oak Ridges Moraine Conservation Plan, Greenbelt Plan and Niagara Escarpment
Plan* recently announced by the Province of Ontario.

Planning • Design • Development

The subject lands are currently designated as "Agricultural Area" and "Greenbelt" by Map 8 (Agricultural and Rural Area) in the Region of York Official Plan 2010. The policies applicable to the Agricultural Area are found in the 2010 Plan and where applicable the 1994 Plan. The "Agricultural Area" designation permits a range of farming and farming related uses including accessory uses. Furthermore, the subject lands are designated as "Agricultural" and "Greenbelt" by the City of Vaughan Official Plan. The subject lands are not currently situated within the urban boundary in both the Region of York and City of Vaughan Official Plans. Our clients are seeking an expansion of the urban boundary to include the lands within Block 42 for future urban uses.

In accordance with the policies in the Region of York and City of Vaughan Official Plan, expansions to the existing urban boundary can only be undertaken through a municipal comprehensive review. The Region of York is currently undertaking a full review of the existing 2010 Official Plan and is analyzing three different draft growth scenarios (i.e. 40%, 50%, and "no urban area expansion") as part of this review.

We also understand that the Region of York staff through the review of the 2010 Official Plan will be conducting a review of the population and employment forecasts including the distribution of such to each of the local municipalities.

The province of Ontario released Amendment 2 to the Growth Plan for the Greater Golden Horseshoe in June 2013, which provides updated residential and employment growth forecasts to 2031 and introduces new population and employment forecasts for 2036 and 2041. The result of these new forecasts is that York Region is directed to plan for an additional 280,000 residents and 120,000 jobs to the year 2041.

A minimum of 40% of this growth must occur within the existing built boundary as required by the *Growth Plan* and *Provincial Policy Statement 2014* ("PPS") and in reviewing the staff reports and information available to date, the Region is looking at different options which also include a "no urban expansion" scenario.

On behalf of our client, while conducting the ongoing MCR and reviewing updates to the 2010 Official Plan, we ask that staff consider the lands in Block 42 for future expansions to the urban area to support the ongoing and desirable growth of York Region. We would appreciate the opportunity to participate in discussions related to the Official Plan review and may wish to make further detailed submissions in relation to subsequent reports related to this process. I trust that these comments are helpful and would appreciate the opportunity to meet with staff to discuss them in greater detail.

We kind request notice of any future reports and/or public meetings and consultations regarding the Official Plan review and the coordinated review of the Provincial land use planning documents, and further that we receive all notice of any decision of Regional Council.

Yours very truly,

KLM PLANNING PARTNERS INC.

Ryan Mino-Leahan, B.U.R.Pl., MCIP, RPP
Associate/Senior Planner

Copy: Regional Councillor DiBiase – Chair, Planning and Economic Development
         Valerie Shuttleworth – Chief Planner
         Paul Bottomley – Manager, Policy Research and Forecasting
         Teresa Cline – Senior Planner
         Melrose Properties Inc.,
         Ironrose Investments Inc.
         MCN (Pinevalley) Inc.
         Mel-Terra Investments Inc.
         Azure Woods Home Corp.
         Lazio Farms Holdings Inc.

AURORA
You're in Good Company
TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. PL15-034

SUBJECT: *Economy & Housing in Aurora*

FROM: *Marco Ramunno, Director of Planning and Development Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. PL15-034 be received for information

PURPOSE OF THE REPORT

This report is intended to assist in understanding the interrelationship of employment and housing to the local economy.

BACKGROUND

The Town of Aurora's Official Plan (2010) set out strong objectives for both housing and the economy. The top objective under Section 6, Providing a Range and Mix of Housing, states:

> "**6.1.**a) Encourage a broad range of housing sizes, densities, designs, tenures and prices, to meet the needs of current and future residents."

Similarly, Section 10, the Advancing the Economy, contains two top objectives of:

> "**10.1.**a) Promote sustainable economic growth, local employment opportunities and diversification of the employment base.
> c) Promote opportunities for residents and employees to live, work and shop in Aurora."

Report No. PL14-021 (Official Plan Performance Indicators, April 2014) elaborated on some specific targets in the Official Plan, including two related to housing and the economy:

- Requirement for new employment development within Greenfield areas to be planned to achieve a minimum gross density of 40 jobs per hectare (Policy No.

3.3f)
- Requirement that a minimum of 25% of all new residential development meet the definition of affordable housing (Policy No. 6.3a)

The Regional Municipality of York also provides information and direction in the two areas of housing and the economy, with an example of each being:

- Housing Matters: A Review of the Housing Market in York Region (2012)
- Employment and Industry Report (annual publication)

A mix of housing and employment options contributes to sustainability of the environment, the transportation network, and work-life balance.

COMMENTS

Aurora: A Place to Live & Work

Based on data collected through the voluntary National Household Survey (NHS) at the same time as the 2011 Census, there are more workers living in Aurora (23,170) than there are jobs (19,565). This equates to 18% more workers living in Aurora than jobs located in Aurora. An ideal ratio is 1:1.

Of the 23,170 workers living in Aurora in 2011, 5,380 of them worked in Aurora, or approximately 23% that both live and work in Aurora. Although caution should be exercised in delving too deeply into comparisons between the 2006 long-form Census data and the new 2011 NHS data due to different data collection methodologies, it would appear this live-work percentage for Aurora has declined slightly since 2006 (~2%).

Approximately 64% of working Aurora residents work within York Region (including Aurora but also Newmarket, Richmond Hill, Vaughan, and Markham). Meanwhile, the City of Toronto, not surprisingly, is the single municipality that draws the highest percentage of workers living in Aurora, at 28%.

Of all Aurora residents working outside of Aurora, 85% of them commute to Toronto, Richmond Hill, Vaughan, Markham, or Newmarket.

For Aurora-based jobs (as opposed to Aurora residents who work), an even higher percentage of jobs are filled by residents of York Region, at 75%, with a significantly higher percentage of workers coming from home bases in the northern six municipalities of York Region (Aurora, East Gwillimbury, Georgina, King, Newmarket, Whitchurch-Stouffville).

<u>**May 5, 2015**</u>   - 3 -   **Report No. PL15-034**

Based on the above, staff believe that the following conclusions are plausible:

There are more residents in Aurora that work, than there are jobs located within Aurora-based establishments.

Approximately one-quarter of working Aurora residents live and work within Town (possibly a declining trend). The bulk of other working residents commute to Toronto, southern York Region, or Newmarket.

Conversely, the bulk of Aurora jobs are filled by York Region residents, with a higher percentage commuting from neighbouring or northern municipalities.

What types of jobs do Aurora's residents have, and what types of jobs do Aurora's employers provide?

The two graphs below contrast the share of Aurora's labour force (residents with jobs) to jobs at local employers.

Figure 1 – Aurora's Sectoral Composition of 2011 Labour Force vs Jobs

Sources: Labour Force = Statistics Canada, National Household Survey, 2011. Jobs = York Region Employment Survey, 2011.
*MWCT = **M**anufacturing, **W**holesale, **C**onstruction, **T**ransporation & Wharehousing (traditional employment land industries)
MUSH = **Municipalities (public admin), **U**niversities & **S**chools (education), **H**ospitals (health care & social assistance)
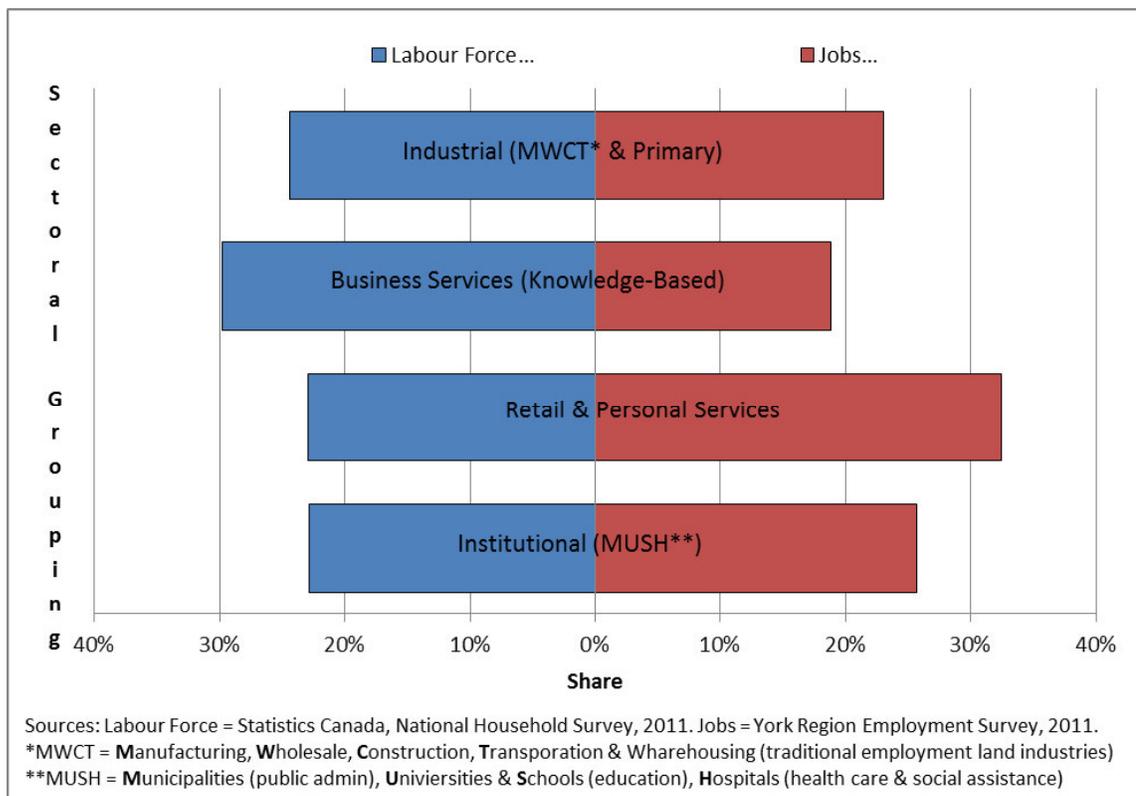
The shares of 'Institutional' and 'Industrial' sectoral groupings are approximately even, at around 24% each, but differences arise in the 'Business Services' and 'Retail & Personal Services' categories.
There is a much higher share of residents employed in Business Services, than there are Business Services jobs in Aurora (11% difference).

And conversely, there is a much larger share of Retail & Personal Services jobs in Aurora, than there are residents who work in those sectors (10% difference). This is consistent with one of the findings of report PL14-006 (Employment Land Area Analysis, February 2014), which found that Aurora is home to a higher-than average concentration of population-related employment, compared to the Region as a whole)

Therefore, the attraction of jobs which would provide more local opportunities for Aurora's current residents would be in the field of Business Services, while there appears to be a lack of Aurora residents to fill local jobs in Retail & Personal Services. Results of the Town's Business Retention & Expansion consultations also supports this notion.

Job Earnings & Housing Affordability

Using the same four sectoral grouping categories used to contrast Aurora's job base and labour force above, Statistics Canada data can be used to contrast average wages in the Province.

Figure 2 – Average Wage in Ontario by Sectoral Grouping, 2012

Source: Adapted based on Statistics Canada, 2012.
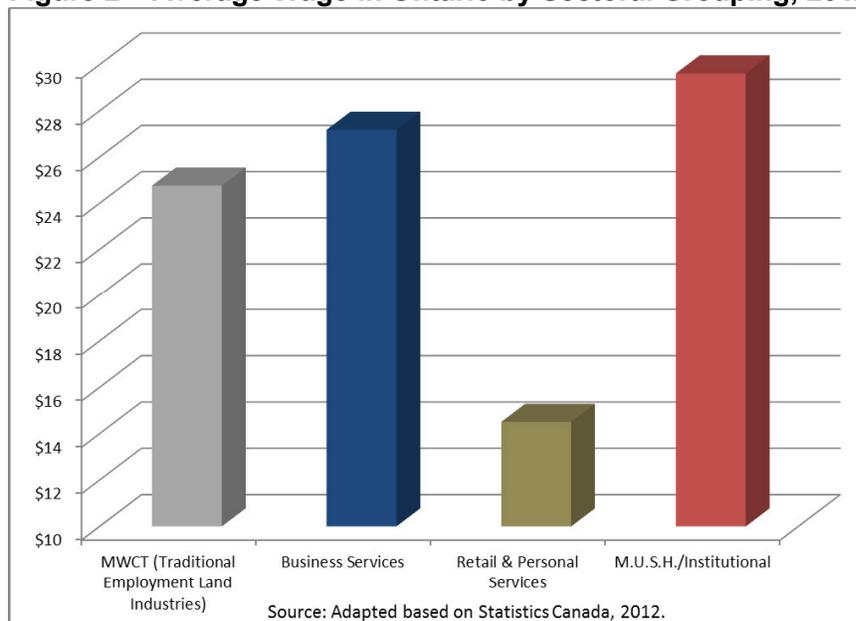
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As per Figure 2, the shortage of resident workers in Retail & Personal Services suggests the need to create conditions which allow for affordable housing opportunities.

Since the above graph was created, the average national wage for retail trade has risen to approximately $16 per hour. For an example scenario, assuming the national rate applies in Aurora, and has risen to $17 by 2015; if such an employee works full-time hours year-round, they would make just over $35,000 per year (gross).

Based on Canada Mortgage and Housing Corporation's housing affordability benchmark, the Gross Debt Service (GDS) ratio, monthly housing costs should not exceed $942 for the average retail & personal services worker. Bundled into monthly housing costs are not only rental or mortgage costs (principal & interest), but also taxes and heating.

Assuming a down payment of $50,000, at current interest rates, $500 in monthly credit card or other debt, a single adult household could afford a housing purchase price of approximately $130,000. Even a double-income household, both earning an estimate of the average Retail & Personal Services wage at full-time hours, with the same down payment ($50,000) and twice the monthly debt ($1,000), could afford a purchase price of approximately $275,000.

As referenced in Report No. PL14-021, York Region has undertaken extensive research on what constitutes affordable housing, and has benchmarked two different types of thresholds, for ownership and for renting. The Region-wide affordable rent threshold for 2013 was $1,252 per month, while the 2013 affordable ownership threshold specific to Aurora is $461,445. This ownership threshold is the upper limits of what is considered "affordable", and Aurora happens to have the highest average of any municipality in the Region (Regional average $421,175).

The York Region Official Plan provides direction on working with municipalities towards accommodating affordable & rental housing. The Region continues to work towards

Affordable: means

a) in the case of ownership housing, the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or

2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

b) in the case of rental housing, the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or

2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Source: York Region, via Provincial Policy Statement (PPS), 2014

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publishing affordable housing implementation guidelines.

Aurora's Current Housing Market

Table 1 below provides a snapshot of recent housing price trends in Aurora.

Table 1: Aurora Average Resale Prices by Structure Type, 2010-2014

	2010	2011	2012	2013	2014	Avg Annual Δ
Detached	$567,350	$642,365	$666,380	$687,501	$784,872	8.5%
Semi	$336,910	$367,372	$401,621	$423,277	$427,848	6.2%
Town/Row/Attach	$367,221	$391,344	$432,205	$452,012	$491,606	7.6%
Condo/Apt	$279,138	$347,619	$372,786	$360,989	$396,034	9.1%
All Structure Types	**$484,214**	**$530,863**	**$567,567**	**$593,707**	**$654,665**	**7.8%**

Source: York Region, Based on Toronto Real Estate Board, 2010-2014

Table 1 refers to resale homes only, but shows an ever-increasing market, where the average resale price of a home has increased from under $500,000 in 2010, to over $650,000 in 2014. The average price of a single detached dwelling has risen from approximately $567,000 to nearly $785,000 in the last five years. The structure type showing the highest average annual rise in resale price on a percentage basis is actually condo/apartments, rising from under $280,000 in 2010 to nearly $400,000 by 2014.

This rise in local housing prices of approximately 8% has far outpaced both the rate of inflation (Consumer Price Index for Ontario, 2% on an average annual basis 2010-2014), and wages (average earnings for Ontarians, 1.6% on an average annual basis 2010-2014).

Although there is no official data for comparison, new home prices in Aurora appear to be even higher than average resale prices. A quick survey of new builder homes in Aurora shows single detached homes "starting" from the $700,000's to $1M+, with a limited number of townhouses "starting" in the mid-$400,000's to $500,000+.

There have been some recent successes in Aurora towards affordability, and allowing both young and old residents to stay in Aurora. As report PL14-021 illustrated, there has been a shift over the last 15 years to a more compact housing mix, with 41% of units built between 2009 to 2013 being rows, apartments, or secondary units. As can be seen in Table 1 above, rows and apartments cost approximately 40% less than a single detached unit.

Other specific developments of note in this area include:
- 15565 Yonge Street (15 units, 2010), the Tyler Street Mews (12 units, 2012), and 32 Wellington Street East (24-units, recently approved) creating purpose-built

rental units in the Aurora Promenade / along the Regional Corridor on Yonge Street;

- Daniels FirstHome developments introducing a product and program geared towards first-time home-buyers; and,
- John West Way developments, such as the Hollandview Trail seniors' residence and the Rockport Condominium buildings.

Aurora is one of only two municipalities in York Region (of nine total) within which no new Regionally-funded affordable housing units have been built over the last 10-15 years. However, Aurora has had dialogue with the Regional Municipality of York on such an initiative, and should continue to work towards a made-in-Aurora project.

Future Outlook

Beyond Aurora's 2C Planning Area Developments, the Town is running out of undeveloped, but developable, land for ground-related housing.

Although Aurora is generally a young community, demographics still suggest that the population will continue to age, providing the opportunity and challenge to allow residents to 'age-in-place'.

As evidenced by the housing costs and earnings data presented above, home ownership is increasingly out of reach for young adults.

Accessibility to transit is important for both these groups, seniors and young adults, as young adults are increasingly putting off automobile purchases.

Therefore, it would suggest that an Ideal location for affordable and rental housing is within the Aurora Promenade, within proximity of Viva and GO transit.

Based on Official Plan policy that a minimum of 25% of new residential development be affordable, approximately 1,500 units of affordable housing should be built between 2015 and the Official Plan forecast horizon of 2031.

LINK TO STRATEGIC PLAN

Economy & Housing in Aurora supports the Strategic Plan goal of *Enabling a Creative, Diverse and Resilient Economy* through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business: Through the monitoring of emerging employment

trends and economic trends, future workforce, education and business development needs are identified in accordance with the *Develop plans to attract businesses that provide employment opportunities for our residents* action item.

Supporting small business and encouraging a more sustainable business environment: By providing employment growth data to local business development and employment agencies as well as publishing reports on economic trends to build more global awareness of Aurora's strengths as a destination to live, work and play, the *Work with community partners to promote local employment practices/opportunities for local businesses and residents* action item is realised.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None

FINANCIAL IMPLICATIONS

None

PREVIOUS REPORTS

General Committee Report No.PL14-006, *Employment Area Analysis*, February 4, 2014
General Committee Report No.PL14-021, *Official Plan Performance Indicators*, April 1, 2014

CONCLUSIONS

There is a mismatch between Aurora's resident labour force (those who live here, and who have jobs elsewhere), and Aurora's employment base (jobs at Aurora-based employers).

Not only are there more residents in the labour force than there are positions in Aurora, there is a significant discrepancy by industry sector.

There are more residents than job opportunities in the sectoral grouping of Business Services, and there are more job opportunities than residents employed in Retail & Personal Services.

Attracting Office-type developments in the Aurora Promenade or on employment lands would create more opportunities for current Aurora residents to both live & work in Town.

Attracting affordable and rental housing would create opportunities for retail & personal service workers in Aurora businesses to live & work in Town as well.

Although not a trend unique to Aurora, housing is becoming increasing unaffordable for groups such as workers in Retail & Personal Services and first time-home buyers.

Aurora should work towards providing rental and affordable housing units, in cooperation with the Regional Municipality of York, preferably in the vicinity of the Aurora Promenade.

ATTACHMENTS

None

PRE-SUBMISSION REVIEW

Executive Leadership Team Meeting – April 23, 2015.

Prepared by: Michael Logue, Program Manager, Economic Planning- Ext. 4324

Marco Ramunno, MCIP, RPP
Director of Planning & Development
Services

Neil Garbe
Chief Administrative Officer

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. BBS15-006

SUBJECT: *Building Division Workload*

FROM: *Techa van Leeuwen, Director of Building and Bylaw Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. BBS15-006 be received; and

THAT the 2015 budget request for a Building Plan Examiner/Inspector be approved and recruitment for the position commence immediately; and

THAT Administrative Procedure No. 13 for Excess Hours and Overtime be waived for a period of one year to allow Building staff to be paid at straight time for any excess hours worked up to 44 hours in a week; and

THAT the expedited permit programs, Residential Express Permit Program and Green Path Program, be suspended until workload allows for the objectives of the programs to be successfully achieved.

PURPOSE OF THE REPORT

To inform Council of the current workload in the Building Division impacting our ability to meet legislative timeframes for the issuance of building permits and respond to mandated inspection requests and request Council approve the strategy outlined in the recommendations to assist in managing high volumes of work..

BACKGROUND

In 2006 The Building Code Act and regulations introduced legislative provisions relating to timeframes for responding to building permit applications. The timeframes range from 10 to 30 days depending on the class of building. Single detached, semi-detached and townhome housing types are subject to a 10 day timeframe. The building code also contains provisions for mandated inspections requiring notice be given to the Chief Building Official for various stages of construction and that an inspection be undertaken no later than 2 days after the notice has been given.

The Town of Aurora Building Division has been very successful in meeting our timeframes year over year. Our key performance indicators are based on the legislative timeframes and have been reported out with success rates consistently over 85%.

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In 2014 the building division received the first 2C development building permit applications. Mattamy Homes was the first builder to pull permits and construction began early in 2014. Several builders now have the necessary Planning approvals to proceed and are actively seeking building permits.

COMMENTS

The current workload, high volumes of building permit applications and inspection requests are adversely impacting service delivery.

Over the past year 2C development has received the necessary Planning approvals to commence with construction. The building division has been working with the various builders to certify models, prioritize permit issuance and be available for inspections. Within the last two to three months the volumes of applications and inspections have increased significantly.

- Timeframes for building permits applications

   The current timeframe for building permits applications is at least three to four weeks for a house. Every permit application is reviewed for compliance with the Ontario Building Code (building, plumbing and mechanical), the Town's Zoning By-law and other applicable laws. There are often deficiencies identified during the review resulting in further submissions and subsequent reviews.

Two Builders are currently in the system with model certifications and applications for building permits are waiting in the queue to be processed. There are 6 builders who have not yet submitted any applications but are expected to submit in the near future. Builders who have received permits will be seeking additional permits in future phases.

- Mandated Inspections

   The average number of inspection requests per day is currently above 40. The building code mandates 8 to 10 inspections on a new house depending on coordination of trades and various building systems. Often there are re-inspections required to clear noted deficiencies, therefore the number of inspections per house is typically over 10 inspections in total to close the file.

Several builders have started construction and the number of daily inspection requests is continuously high. Balancing the permit review process and our requirement to respond to inspection requests is challenging and presents risk.

The following table provides historical information for number of new residential units. These numbers do not include other types of residential permits such as decks, additions or any ICI permits.

Number of New Residential Units per Year									
2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 To Date
407	337	530	527	202	229	216	150	428	430

Not responding to the current workload situation puts the Town at increased risk.

Outlined below are some of the risks that the Town may face by not responding to the high volume of work.

- Increased construction starts without permits. This will require staff to engage in enforcement activities that are time consuming, taking away valuable time from other activities.
- Missed inspections for both illegal starts and mandated inspections. For illegal starts we will not undertake any inspections. For mandated inspections builders are permitted to proceed if we are unable to respond to their requests.
- Increased errors and omissions as reduced staff time will affect the quality of review and inspections leading to increased liability
- Increased threat to public health and safety
- Increased pressure and stress on staff
- Dissatisfied and frustrated customers

Approval for the immediate recruitment of an additional Building Plan Examiner/Inspector is critical to addressing workload.

The 2015 Building and Bylaw Services operating budget does include a request for an additional Plan Examiner/Inspector. The budget does indicate a start date for the new position of July 1, 2015. Staff is requesting approval for the position with a start date as soon possible. Recruiting a qualified individual may be difficult as several other municipalities are presently recruiting or will be in the near future. The pool of qualified inspectors seems to be diminishing. In 2014, we filled a vacancy and it took at least six months to recruit a qualified inspector.

To assist with the administrative and data entry functions the Building Division has hired two summer students. Every application, every inspection and all related activities are input into our Land Use Management System, Cityview. Data entry of large volumes takes valuable time away from other more technical activities and can create a backlog. At the end of the summer upon evaluation staff may come forward with a request for an additional administrative contract position.

All Building Division staff positions are fully funded by building permit fees.

The Town's Administrative Procedure No. 13 - Excess Hours and Overtime, requires excess hours be compensated with time off in lieu for the first 70 hours worked in the calendar year. Staff are requesting Building staff be compensated for excess hours with payment at straight time.

The procedure sets out compensation for excess hours and overtime worked by staff. Excess hours are hours worked beyond 35 hours a week up to 44 hours a week. Overtime hours is time worked beyond 44 hours in a week. The procedure states compensation for excess hours shall be in time off in lieu at straight time for the first 70 hours in a calendar year. Many Building staff have several weeks of vacation as they are long standing employees. Authorizing excess hours is a good strategy for dealing with high volumes and immediate workload demands. However compensating with time off creates a longer term issue as the development of 2C will occur over several years and we will experience high workload for the duration. As building staff are fully funded by building permit fees staff is requesting that excess hours be compensated in payment at straight time.

The Residential Express Permit Program (REPP) and the Green Path Program are expedited building permit service programs for home improvement projects that cannot be achieved given the increase in workload.

The Building division delivers two expedited building permit programs for home improvement projects. REPP is for standard small home improvement projects such as decks, garages, small additions and Green Path is for energy and water conservation projects. These types of projects are subject to a legislative timeframe of 10 days, however the objective of both programs is to decrease the timeframes for review to 3 days providing increased customer service and satisfaction. With the current workload the building division is unable to meet legislative timeframes for new houses and certainly unable to deliver any expedited permit service. We are committed to ensuring small home improvement projects are reviewed with the legislated timeframe of 10 days.

Staff is committed to assisting home owners with renovation projects and will continue to offer extended hours over the spring and summer months.

During the building season, the Building Division keep their doors open until 8:00pm once a month to allow home owners to attend our counter, speak with staff, submit a building permit application or seek information and advice. We will continue to offer extended hours to ensure community needs are not compromised.

LINK TO STRATEGIC PLAN

This report supports the Strategic Plan Goal of *Supporting an Exceptional Quality of Life for All* through its accomplishments of satisfying the objective **Strengthening the fabric of our community** and specifically working with the development communities to meet out intensification targets.

May 5, 2015   -5-   Report No. BBS15-006

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council could deny all or any of the recommendations. This would impact our service delivery and increase the risks identified in this report.

FINANCIAL IMPLICATIONS

All direct and indirect costs associated with the administration and enforcement is fully funded through building permit fees including salaries and any paid overtime. An obligatory building reserve fund has been established in accordance with the Building Code Act. In 2014 a contribution was made to the reserve fund as 2C development commenced and building activity increased substantially. It is expected that over the next several years contributions will continue.

CONCLUSIONS

2C development and building activity is underway. The building division is unable to meet legislative timeframes and respond to mandated inspections with the current resources. The recommendations outlined in this report are being presented as an overall strategy to respond to high volumes of work. Staff will continue to monitor workload, timeframes, service delivery and resources and make recommendations accordingly.

ATTACHMENTS

Attachment #1 – Administration Procedure No. 13 – Excess Hours and Overtime
Attachment #2 – Budget Decision Unit Business Case, New Plan Examiner/Inspector

PRE-SUBMISSION REVIEW

Executive Leadership Team – April 23, 2015

Prepared by: Techa van Leeuwen, Director of Building and Bylaw Services - Ext. 4748
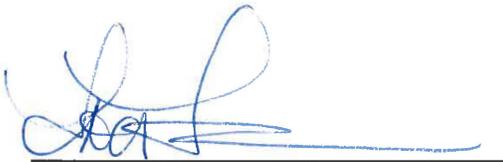
Techa van Leeuwen
Director of Building and Bylaw Services

Neil Garbe
Chief Administrative Officer

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<div align="right">Attachment No. 1</div>

<div align="right"><u>No. 13</u></div>

<div align="center">TOWN OF AURORA</div>

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<div align="center">ADMINISTRATION PROCEDURE NO. 13</div>

Subject: Excess Hours & Overtime   **Effective: November 14, 1986**

Authority: Council   Revised: April 6, 1988
                                                  March 14, 1990
                                                  May 14, 1990
                                                  January 10, 1996
                                                  February 12, 2002
                                                  September 27, 2005

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1.   <u>FULLTIME PERMANENT NON-BARGAINING UNIT POSITIONS</u>

1.1   <u>Definition</u>

"Excess Hours" is considered any authorized time worked beyond 35-hours in a work week but less than 44 hours in a work week.

"Overtime" is considered any authorized time worked over and above 44 hours in a work week.

1.2   <u>Eligibility</u>

1.2.1   Although every effort should be made to minimize excess hours and overtime, employees may be requested to work excess hours or overtime by their immediate Supervisor and/or Department Head.

1.2.2   Employees who feel excess hours or overtime may be necessary are asked to consult with their immediate Supervisor prior to working said excess hours or overtime.

1.2.3   Excess hours and overtime must be authorized by the Department Head. Department Heads may delegate this responsibility to supervisory staff in individual cases where it is deemed appropriate.

1.3   <u>Compensation</u>

Authorized excess hours will be compensated for in the following manner:

-     time-off-in-lieu, at straight time for the first 70 excess hours worked each calendar year;
-     any further excess hours worked in the same calendar year will be paid at straight time.

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Authorized overtime will be compensated for in the following manner:

- payment for all hours worked beyond 44 hours in a week at the rate of time and one-half the employee's regular rate of pay.

1.3.1 <u>Exemptions</u>

The Excess Hours and Overtime compensation provisions do not apply to positions Grade 18 and above as noted in Administration Procedure Number 7.

1.4 <u>Timeframes for Lieu Time to be Taken</u>

1.4.1 Lieu time for excess hours may be accumulated up to 70 hours per calendar year, to be taken at a time mutually agreeable between the Supervisor and/or Department Head, and the employee.

1.4.2 Lieu time must be taken by June 30th in the year following the date the excess hours were worked/earned.

1.5 <u>Recording of Excess Hours/Overtime</u>

1.5.1 Authorized excess hours or overtime should be appropriately coded, on the employee's Time Card Entry form for processing by Payroll.

1.5.2 Authorized excess hours to be taken as lieu time should be so recorded on the employee's Attendance Report, which is maintained departmentally.

1.5.3 Positions Grade 18 and above as noted in Administration Procedure Number 7 shall not be obligated to record their authorized excess hours or overtime. Each of the positions, Grade 18 and above, shall be credited with 50 hours of lieu time as of the first day of January in each calendar year, to be taken in accordance with section 1.4.2 above.

2. **OTHER-THAN-CONTINUOUS-FULL-TIME POSITIONS**

2.1 For the purposes of this Administration Procedure excess hours or overtime hours for other-than-continuous-full-time employees will be administered in the same manner as outlined above for full-time permanent non-bargaining unit positions.

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3.   BARGAINING UNIT POSITIONS

3.1   The eligibility criteria outlined in Section 1.2 of this Administration Procedure apply, to the extent that they are consistent with the applicable collective agreement.

3.2   Authorized overtime is to be compensated in accordance with the terms and conditions of current collective agreement(s).

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<div align="right">Attachment No. 2</div>

BUDGET DECISION UNIT BUSINESS CASE

Budget Decision Unit #: 1.1

Department: Building and Bylaw Services

Project / Initiative Title: New Full Time Building Plan Examiner / Inspector

Description:

Addition of one Full Time Building Inspector/Plans Examiner position.

Background:

General
Building Services processes building permit applications, bylaw permit applications (fill permits, sign permits, pool fence enclosure permits), model home certification applications as well as responds to the inspection requests related to these permits. The division responds to complaints regarding construction and certain bylaw infractions. General enquiries about construction, zoning and other related processes are also addressed.
Legislative Considerations
Much of the work that building services deals with is subject to provincial legislation (Ontario Building Code) and municipal policies to ensure that work is carried out in a consistent and time-predictive manner so as to meet the needs of homeowners, developers and others who require these services.   The Ontario Building Code (OBC) contains time frames related to permit applications and inspection requests. Municipal policies state the required response times by which complaints are to be addressed.
Key Performance Indicators
The Building Division has key performance indicators used to establish service levels. These key performance indicators (KPI's) are reported on for the purpose of Municipal Performance Measurement Program (MPMP) reports. The KPI's are derived from Ontario Building Code (OBC) requirements regarding responses to building permit applications and inspection requests as well as in-house policies regarding responses to complaints.
The OBC requires that building permit applications receive a response by issuing the permit or by providing in writing the reasons why the permit cannot be issued within the time frame corresponding to their class of permit. The OBC also states when notices of the completion of certain construction stages are required to be provided to the municipality and the time frame (typically 2 days) by which the municipality must respond with an inspection being carried out.
Policies which contain time frames to address complaints also create KPI's that Building Services strive to achieve. Complaints received by Building Services are required to be acknowledged within 1 business day, initially investigated within 2 days following the acknowledgement and addressed (closed or prosecution commenced) within 6 months of receipt of the complaint.
Increased Workloads
A large section (2C lands) of the Town is under development with approximately 3,000 houses being constructed over the next few years as well as approximately 500 houses to be constructed (outside of 2C). Approximately 3 builders have started construction with another 12 awaiting approvals to begin. This will result in large batches of plans being submitted for plans review which will need responses subject to the OBC prescribed time frames in order to meet the development community needs and expectations. Permit issuance is a high priority for the development community as well as the construction industry in general (DIYers, general contractors etc). Following the issuance of this large number of permits will be the large number of inspection requests to be addressed which

are also subject to the required time frames. Plan reviews and inspections are happening concurrently as there are subdivisions under full construction at this time with more phases being reviewed and started almost monthly. While these subdivisions constitute a large portion of our workload, there are residential infill and commercial projects which must also be accommodated.

Building Services also provides investigation and resolution of complaints. Building Services addresses complaints of working without a permit, zoning infractions, deviation from plans, illegal secondary dwelling units and others.   As our population grows and intensification through secondary dwelling units continues, there is an expectation of increased numbers of complaints.

As workloads increase, absences due to illness, vacation and training become more difficult for the team to absorb. The ability to operate seamlessly to the public will become more difficult.   Staff who are available to cover will already have heavy workloads and will have to accommodate more requests for their time to address the issues that the absent staff member would normally address.

Increased Complexities

The 2006 OBC and the 2012 OBC have introduced requirements around energy efficiency, occupancy of certain residential buildings, accessibility, designer qualifications as well as requiring new program development such as septic maintenance. These requirements have significantly increased the complexity of plans review and inspection. To address these new requirements requires a more intensive review of the plans and more intensive inspections to ensure that municipal obligations and due diligence to enforce the code are being carried out. This also requires a more complex process for application intake. The result of the increase in complexity is that more time must be spent at the application, plans review and inspection stages to ensure compliance.

The 2012 OBC has also made changes to the existing requirements in both regulation and structure. Sections of the code have been revamped with new code references and regulations as well as some existing regulations being amended. This means that plans reviews and inspections may take longer as staff have to absorb the changes and their impact.

Increased Quality

In response to community expectations, claims against the Town and the increased complexities of the OBC, the Building Division has increased the quality of inspections. This has been derived from the use of checklists, implementation of an improved computer system, clearer inspection requirements, the introduction of the ICE (inspection, compliance and enforcement) program whereby there are clearer processes and expectations with regards to obtaining compliance in a timely fashion. There have also been changes in department structure including having a senior plans examiner and a senior building inspector.   Through these measures Building Services strive to provide the quality of service that meets our community expectations. As workloads increase the quality of the services provided will suffer as staff balance competing priorities in order to meet required time frames. This may result in inspections and plans review that miss issues that would otherwise be addressed. This may also result in potentially greater risk and liability to the Town.

Conclusion

Building Services recommends that one plans examiner/building inspector be added to the staff complement. As workloads increase it will become more difficult for Building Services to maintain the level of service compared to the KPI's. The quality of plans review and inspections as well as addressing and resolving complaints may drop as staff try to stay on top of their workloads. The pressure to respond in the expected time frame will increase due to the increased demand. This may result in lower standards being applied, greater stress on staff which may lead to greater sick time (further adding pressure), and a less cohesive team approach as there may be less time to collaborate or seek team input. This may lead to a reduction in the quality of the service.

Adding a building inspector/plans examiner to the Building Services staff complement will aid in ensuring that Building Services meets their legislative requirements, ensure that the proper attention to detail is applied to appropriately address the complexities of plans review and inspection and that community expectations are met as demands for service increase.

Building Services currently has 3 plans examiners/building inspectors, 1 senior plumbing inspector, 1 senior building inspector and 1 senior plans examiner to address these requirements.

Link to Strategic Plan:

The goal of supporting an exceptional quality of life for all through meeting the objective of strengthening the fabric of our community is met by collaborating with the development community to ensure future growth includes housing opportunities for everyone. The development community as well as general contractors need to work with clear time frames to ensure their sustainability. The community have expressed that time frames are important for them to reach their goals. Their processes are tailored to OBC and municipal requirements around time frames so they can plan the successful construction of subdivisions and other construction projects.   Increasing the number of building inspector/plans examiners will allow the division to be better able to meet the required time frames while maintaining a high level of quality to ensure that developers', builders' and residents' expectations are met. Ensuring that time frames are adhered to is an important component of the collaboration with the development community. This allows the Town to meet the strategic objective of collaborating with the development community with regards to future growth which supports the strategic goal of supporting an exceptional quality of life for all.

Level of Service Impact:

The ability of the Building Division to respond to the OBC prescribed notices for inspection and complete permit plans review within the required time frames will be affected as the increased demand for services continues. As the Town grows, the number of complaints will increase. The increase in workload together with the required comprehensiveness of plans reviews and inspections will result in a reduction of service levels as staff struggle to keep up. Lower service levels increase the Town's risk and liability resulting from errors or omissions.
Staff aims to provide the highest level of service possible. The pressure to meet KPI's and service expectations of the development industry and residents will impact on the quality of that service. The level of service impact will be reduced by increasing the number of plans examiners/building inspectors allowing for attendance to sites in a timely fashion, better quality enforcement (which is time consuming) and better coverage. These benefits will increase staff work/life balance, job satisfaction and job engagement.   Increasing the staff complement will allow the town to maintain the high quality of inspections and investigations which may reduce future liabilities and increase resident satisfaction of their decision to live in the Town of Aurora. An increase in staffing will have a positive impact on Building Services' ability to meet the KPI's associated with response times.

Budget Impact (Incremental Funding Need):

Direct Impacts				
	2015	2016	2017	2018
Incremental Operational Requirement	$51,238	$87,837	$87,837	$87,837
Less: Savings Achieved				
Revenues	($51,238)	($87,837)	($87,837)	($87,837)
Net Incremental Direct Funding Rqmts	**$0**	**$0**	**$0**	**$0**
Indirect Impacts				
	2015	2016	2017	2018
Required Internal Support Services:				
☒ Information Technology				
☐ Financial Services				
☒ Human Resources				
☒ Facility Services				
☐ Legal Services				
☐ Corporate Communications				
Net Incremental All Funding Rqmts	**$0**	**$0**	**$0**	**$0**

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Consequences of not Funding:

Not approving this position may result in:
- reduced performance as noted in the MPMP reports
- inability to meet legislated time frames
- inability to meet residents and builders expectations resulting in more complaints
- lower quality inspections/investigations (issues may be missed due to staff trying to meet workload demands)
- Increased risk of liability to the town (i.e. increased claims against the town from missed technical items)
- increased frustration and stress on staff
- reduced job engagement by staff
- negative impacts on job satisfaction
- reduced work/life balance for staff

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. CAO15-006

SUBJECT: *Strategic Plan Report Card 2014*

FROM: *Neil Garbe, Chief Administrative Officer*
Marco Ramunno, Director of Planning and Development Services

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. CAO15-006 be received for information.

PURPOSE OF THE REPORT

To provide Council with an update on the progress made towards the implementation of the Town's Strategic Plan.

BACKGROUND

In 1992, the Town of Aurora established a Strategic Plan Steering Committee with the responsibility of developing the Town's first Strategic Plan. The Plan was developed based on public consultation and adopted by Council in February 1994. Council also approved a process to update the Strategic Plan in both 1998 and 2006. In March 2011, Council continued its tradition of comprehensive Strategic Planning and approved a work plan for the update of the Town's Strategic Plan. Following an extensive public consultation process, Council approved and directed staff to begin implementing a new Strategic Plan in June 2012.

The Plan included a number of implementation tasks for staff including the requirement to prepare regular reports outlining progress towards the implementation of the Strategic Plan.   This report is the first annual report card prepared for Council's consideration. The purpose of the report card is to provide Council with an update on the activities completed to date in support of the Strategic Plan as well as provide metrics on the outcome/measure of success for each action item.

COMMENTS

As directed by Council, staff have been proceeding with the implementation of the Strategic Plan since its adoption in June 2012. This has taken form in a number of process changes and enhancements to ensure that strategic priorities outlined in the

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Plan are implemented. More specifically, staff have completed the following tasks in support of the Plan:

- The re-insertion of the "Link to Strategic Plan" section in General Committee and Council reports to ensure that proposed direction aligns with the Strategic Plan;
- Revisions to the corporate and departmental business plan template to better highlight how the business plans support the Strategic Plan;
- Revisions to the capital budget scoring process to give priority to projects that align with the Strategic Plan;
- The establishment of a Strategic Plan Steering Committee to review progress in achieving the goals, objectives and actions of the Strategic Plan; and
- The completion of staff training to educate managers on key aspects of the plan, its implementation and the dissemination of related information to front line staff.
- The preparation of a 2013 Strategic Plan Mid-year Report and 2013 Strategic Plan Report Card to update Council on the status of Strategic Plan actions. *(Note: 2014 Mid-year Report was cancelled due to the 2014 Municipal election and the last Strategic Plan Report Card was prepared in April 2014).*

Regular Monitoring of Progress Key to Strategic Plan Implementation

As envisioned by Council, staff have been utilizing the Strategic Plan Actions and Measures document to guide the implementation of the Strategic Plan. The attached Strategic Plan Report Card provides a summary of the activities completed to date for each action item outlined within the Strategic Plan. This information is monitored and updated quarterly by the Strategic Plan Steering Committee to ensure that implementation is proceeding as directed by Council. The intent is to integrate the Town's strategic goals, objectives and actions into the activities, budgets and business plans of each Department and to regularly review and evaluate progress.

Strategic Plan Implementation on Track

Staff have been working towards implementing the Strategic Plan with a focus on completing the short term actions. The Strategic Plan Actions and Measures document committed to initiating the short and medium term actions within 1-2 years following the approval of the Plan. To date, staff have initiated all 41 short term actions items identified in the Plan. Furthermore, staff have completed 32 of the 41 short term actions.

Staff are also entering into the timeframe outlined to initiate medium term actions (2-4 years following the approval of the Plan). To date 6 of 13 medium term actions have been initiated and 4 are complete. For more information on the progress made in support of each Strategic Plan action item (see Attachment 1).

LINK TO STRATEGIC PLAN

This report was prepared in support of the Strategic Plan and directly relates to the principle of the Town's *Commitment to the strategic Plan as a long-term planning document*. Moreover, the *Implementation, Monitoring and Reporting* section of the Strategic Plan contemplates "*Preparing and publishing a semi-annual report card to report on the implementation of the Plan*.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council may direct staff to advance and/or defer the implementation of specific actions within the Strategic Plan

FINANCIAL IMPLICATIONS

Funding related to the implementation of the Strategic Plan will be included in upcoming budget submissions for Council approval as required.

CONCLUSIONS

The Town's Strategic Plan included a number of implementation tasks for staff including the requirement to prepare regular reports outlining progress towards the implementation of the Strategic Plan. This report is the first Strategic Plan Report Card prepared for Council's consideration. The implementation of the Plan has been proceeding well with all 41 of the short term actions items initiated. Furthermore, staff have completed 32 of the 41 short term actions. Additional information on the progress made in support of each action is available in Attachment 1.

ATTACHMENTS

Attachment No. 1 – Strategic Plan Report Card

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PRE-SUBMISSION REVIEW

This report was reviewed at the Executive Leadership Team meeting on April 23, 2015.

Prepared by: Anthony Ierullo, Manager of Long Range and Strategic Planning -
Ext. 4742

Marco Ramunno, MCIP, RPP
Director of Planning & Development
Services

Neil Garbe
Chief Administrative Officer

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Report Card
May 2015

THIS PLAN IS AVAILABLE IN ALTERNATE FORMAT BY REQUEST

AURORA
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Aurora Strategic Plan Overview

Vision: *An innovative and sustainable community where neighbours care and businesses thrive.*

Goal: **Community:** *Supporting an Exceptional Quality of Life for All*

Objective 1: *Improve Transportation, Mobility and Connectivity*
Objective 2: *Invest in Sustainable Infrastructure*
Objective 3: *Celebrating and Promoting our Culture*
Objective 4: *Encouraging an Active and Healthy Lifestyle*
Objective 5: *Strengthening the Fabric of our Community*

Goal: **Economy:** *Enabling a Diverse, Creative and Resilient Economy*

Objective 1: *Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business*
Objective 2: *Supporting small business and encouraging a more sustainable business environment*

Goal: **Natural Environment:** *Supporting Environmental Stewardship and Sustainability*

Objective 1: *Encouraging the stewardship of Aurora's natural resources*
Objective 2: *Promoting and Advancing Green Initiatives*

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Annual Aurora Strategic Plan Report Card - 2014

Just over two years into the Aurora Strategic Plan, we have made significant advancements toward all actions identified within all three Pillars of the Plan. Driven by and in alignment with the strategic priorities of Council, this report provides an overview of the progress achieved in all areas of the Plan.

The Strategic Plan includes Outcomes/Measures of Success for each action item identified within the Plan. This measurement framework provides the context to ensure that the Town makes the needed progress within the three Pillars of the Plan to bring the Town closer to its 2031 vision.

Through annual reports and regular updates, we aim to keep stakeholders, internal and external, informed of our progress. This report summarizes the 2014 achievements, including the supporting data and analysis associated with each of the plan's strategic actions.

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Timeframe:
Short Term & Ongoing *(1-2 years to initiate, and ongoing)*

The following tables provide an update on the status of activities completed in support of the Strategic Plan:

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Advocate for improved accessible transit service.	Community Goal Objective 1	· Dissemination of a report to the transit authority, endorsed by Accessibility Advisory Committee, outlining opportunities to enhance transit service in Aurora.	Accessibility Advisory Committee report completed related to a 360-degree analysis of the taxi industry. Committee has also initiated discussions with York Region Transit on the accessibility of bus shelters.	Complete. Incorporated into ongoing operations.
Establish east-west linkages to facilitate movement across the community for all modes of transportation.	Community Goal Objective 1	· Percentage of planned east-west collectors/connectors established since 2012.	100% of planned east-west collectors in 2C Subdivision implemented.	Complete. Incorporated into ongoing operations.
Examine merits of developing Transportation Master Plan that considers competitive and sustainable alternatives to driving.	Community Goal Objective 1	· Preparation of a Transportation Master Plan for Council consideration.	Transportation Master Plan approved by Council.	Complete
Monitor and update the Accessibility Plan to ensure compliance with AODA.	Community Goal Objective 1	· Percentage of action items within Accessibility Plan completed within the prescribed timelines. · Review and update the Accessibility Plan completed at least every five years.	75% of action items within the Accessibility Plan completed within the prescribed timelines.	Multi-year plan completed. Annual review of Plan to ensure targets are being met and Plan is relevant.

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Maintain and expand infrastructure to support forecasted population growth through technology.	Community Goal Objective 2	· Complete a review of available broadband service levels for residents and businesses.	Broadband Study completed in partnership with York Region. York Region leading Broadband Strategy with Aurora staff involvement.	Complete
Establish policies and programs that enhance the accessibility and safety of new and existing facilities and infrastructure.	Community Goal Objective 2	· Preparation of corporate accessibility and safety policies and programs for Council consideration.	Policies approved by Council as part of the Accessibility Plan.	Complete. Annual review of Plan.
Investigate the merits of a program that promotes and actively supports innovative green building and infrastructure in Aurora.	Community Goal Objective 2	· Preparation of a feasibility study that examines various methods to actively support green buildings and infrastructure for Council consideration.	Green Development Standards have been endorsed by Council for the 2C Area. Municipal Green Development Standards to be prepared and presented to Council in 2015.	On Target
Develop and implement a Technology Plan to improve the Town's efficiency in providing services.	Community Goal Objective 2	· Development of a corporate Technology Plan for Council consideration.	IT Strategic Plan approved in 2014 Capital Budget, to collaborate with Newmarket for shared opportunities between the two municipalities. Project underway.	On Target
Develop a Cultural Master Plan that includes heritage, music and art to promote more cohesive and co-ordinated cultural services.	Community Goal Objective 3	· Development of a Cultural Master Plan for Council consideration.	Cultural Master Plan approved by Council in 2014.	Complete

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Actively promote and support a plan to revitalize the downtown.	Community Goal Objective 3 Community Goal Objective 5 Economy Goal Objective 1	· Percentage of action items within Aurora Promenade Plan completed within the prescribed timelines. · Review and update the Aurora Promenade Plan at least every five years. · Implement a Community Improvement Plan for the Aurora Promenade.	· 74% of actions (Implementation Strategies) identified within the Aurora Promenade Concept Plan have been initiated. · Official Plan review planned for 2016. · Aurora Promenade Community Improvement Plan approved by Council in February 2014.	On Target
Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding community contributions.	Community Goal Objective 4	· Percentage of planned award recipients attending awards ceremony.	The Town has historically partnered with the Aurora Chamber of Commerce to recognize business longevity.	Complete. Incorporated into ongoing operations.
Continue to develop awareness programs that promote the benefits of recreation in supporting a healthy lifestyle.	Community Goal Objective 4	· Development of healthy living awareness program for Council consideration. · Number of stakeholders engaged through healthy living awareness campaign.	Promotion of physical literacy for youth and establishment of a play day for 2015.	On Target

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Develop programs and policies that nurture and contribute to the development of our youth.	Community Goal Objective 4	· Number of youth program attendees per year.	1942 attendees in 2013 (867 registered, 1075 drop-in). 2014 update in progress. Dedicated space for youth now open.	Complete. Incorporated into ongoing operations.
Continue to support and enhance community planting programs in appropriate locations.	Community Goal Objective 4 Environmental Goal Objective 2	· Number of participants in community planting programs per year. · Number of plantings per year and/or land area re-naturalized.	295 participants in community planting programs in 2013. 2014 update in progress. Thousands of trees/shrubs planted on a yearly basis.	Complete. Incorporated into ongoing operations.
Collaborate with the development community to ensure future growth includes housing opportunities for everyone.	Community Goal Objective 5	· Preparation of report examining the establishment of various housing opportunity targets.	Official Plan Performance Measures Report presented to Council in Q2 2014. Housing and Economy Report presented in May 2015.	Complete. Incorporated into ongoing operations.
Work with the development community to meet intensification targets to 2031 as identified in Town's Official Plan (OP).	Community Goal Objective 5	· Availability of sufficient OP-designated and zoned lands to accommodate the residential intensification target.	Aurora Promenade has sufficient capacity to more than double the current 2031 intensification target.	Complete. Incorporated into ongoing operations.

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Identify new formats, methods and technologies to effectively and regularly engage the community.	Community Goal Objective 5	· Percentage of residents who are satisfied with the Town's consultation and communication activities.	The Town launched its new website in May 2014. Launched Pingstreet suite of Apps. Launched Citizen Budget online App. Launched new Winter Maintenance web page featuring 'Where's My Snow Plow' web App. Created and launched an innovative 'white board' style budget video.Created new live stream for Joint Operations Centre site. Created a new power outage web page which dynamically incorporates Power Stream updates. Town formed a partnership with York University Schulich School of Business to conduct a communications survey with residents following cancellation of 2014 Resident Survey.	Complete. Incorporated into ongoing operations.
Investigate opportunities to support a year round farmer's market/artisan fair.	Community Goal Objective 5	· Preparation of a report evaluating the feasibility of a year round farmer's market/artisan fair.	Indoor Farmers market operating at the Aurora Cultural Centre/Aurora Armoury over winter months.	Complete
Undertake a review of surplus lands and structures to facilitate growth and revitalization in the community.	Community Goal Objective 5	· Preparation of a report that reviews surplus municipal lands and related opportunities to facilitate growth in Aurora.	Surplus land report to be presented to Council in 2015.	On Target

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Investigate opportunities to enhance the Town's representation at York Regional Council.	Community Goal Objective 5	· Council resolution and report requesting enhanced representation at York Region Council.	Council resolution forwarded to Regional Council for consideration. Regional Council did not increase representation for Aurora.	Complete
Explore opportunities to further strengthen partnerships with neighbouring municipalities.	Community Goal Objective 5	· Annual report to Council on collaborative initiatives with neighbouring municipalities.	N6 Shared Services Study presented to Council in March 2015. Now in the implementation phase.	Complete. Incorporated into ongoing operations.
Work with development community partners to establish a hotel and/or convention centre that meets the growing needs of our businesses and residents.	Community Goal Objective 5 Economy Goal Objective 2	· Establishment of a new hotel/convention centre in Aurora.	New hotel site approved on Don Hillock Drive.	Complete
Assess opportunities to partner with a college or university to establish satellite facility in Aurora.	Community Goal Objective 5 Economy Goal Objective 1	· Preparation of a feasibility study and benefit/cost assessment for post-secondary facilities in Aurora.	The town, in partnership with the Town of Newmarket, prepared a submission to partner with York University on their proposed York Region Campus. Campus was awarded to the City of Markham.	Complete
Develop Customer Service Strategy and Implementation Plan.	Community Goal Objective 5	· Percentage of action items within Customer Service Strategy completed within the prescribed timelines.	86% of action items within the Customer Service Strategy completed within the prescribed timelines.	Complete. Continuing to develop feedback tools, performance measures and services offered.

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Develop a 10-year Capital Investment Plan to assess and balance infrastructure affordability and renewal with anticipated revenues.	Economy Goal Objective 1	· Preparation of a 10-year Capital Plan for Council consideration.	The 10-year capital plan is a living document, with formal annual updates to Council. Now coupled with the Town's Asset Management Plan.	Complete. Incorporated into ongoing operations.
Undertake a 25-year fiscal analysis and five-year rolling plan that reviews revenue options within the context of planned growth patterns.	Economy Goal Objective 1	· Preparation of a 25-year fiscal analysis for Council consideration. · Preparation of an annual five-year budget forecast for Council consideration.	Implementation of multi-year budgeting for 2015 and 2016 budgets. Annual budget reviews all revenue options.	On Target
Leverage partnerships with local boards, chambers and business organizations to promote Aurora as a preferred location for businesses.	Economy Goal Objective 1	· Average business satisfaction rating of business climate in Aurora.	84% of businesses rated the business climate as "good" or "excellent".	On Target
Develop plans to attract businesses that provide employment opportunities for our residents.	Economy Goal Objective 1	· Preparation of annual report outlining number of new businesses and jobs created.	Employment Area Analysis report presented to Council in February 2014. Reporting planned annually.	Complete. Incorporated into ongoing operations.
Assess the feasibility of a research and innovation centre to promote the commercialization of technology and business and employment growth.	Economy Goal Objective 1	· Preparation of a feasibility study and benefit/cost assessment for a research and innovation centre in Aurora.	Aurora Innovation Centre Business Plan to be presented to Council in 2015.	On Target

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Create, implement and regularly update an Economic Development Strategy for Aurora.	Economy Goal Objective 1	· Percentage of action items within the Economic Development Strategy completed within the prescribed timelines. · Review and update the Economic Development Strategy completed at least every five years.	100% of the actions items within the Economic Development Action Plan have been initiated within the prescribed timelines.	Complete Incorporated into ongoing operations.
Work with regional, provincial and national partners to promote Aurora as a preferred location for international investment.	Economy Goal Objective 1	· Participation in relevant investment attraction initiatives.	The Town of Aurora works with the Greater Toronto Marketing Alliance and "Invest in York" on investment attraction activities.	Complete. Incorporated into ongoing operations.
Explore opportunities to enhance the Town's business support services such as a business concierge service for non-residential development approvals.	Economy Goal Objective 2	· Establishment of a Business Retention and Expansion program. · Number of businesses engaged per year. · Average business satisfaction rating of business climate in Aurora.	Business Retention and Expansion Program established in 2012. 153 Businesses engaged. 84% of businesses rated the business climate as "good" or "excellent". Business Concierge Service launched in 2014.	Complete Incorporated into ongoing operations.
Work with community partners to promote local employment practices/opportunities for local businesses and residents.	Economy Goal Objective 2	· Number of local employment events supported per year.	Town promotes monthly RNC Employment Services events. Town partnered with RNC Employment Services to deliver a local job fair in fall 2014.	Complete Incorporated into ongoing operations.

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Continue to liaise with municipal, provincial and senior levels of government to investigate potential opportunities to attract economic investment.	Economy Goal Objective 2	· Participation in relevant investment attraction initiatives.	Town participated in various realtor events in partnership with the N6 municipalities, is a member of the Greater Toronto Marketing Alliance (GTMA) and responded to investment inquiries from York Region, GTMA and the province.	Complete. Incorporated into ongoing operations.
Establish regular communication with the Aurora Chamber of Commerce and the business community to better understand and address local business needs and promote business retention/expansion.	Economy Goal Objective 2	· Establishment of a Business Retention and Expansion program. · Number of businesses engaged per year. · Average business satisfaction rating of business climate in Aurora.	Business Retention and Expansion Program initiated in 2012. 153 Businesses engaged. 84% of businesses rated the business climate as "good" or "excellent".	Complete. Incorporated into ongoing operations.
Attract new business that are green, clean and knowledge-based.	Economy Goal Objective 2	· Preparation of report outlining actions and incentives to attract green, clean and knowledge based industries.	Report planned for 2015.	On Target
Investigate opportunities to encourage the creation and mobilization of knowledge in the local economy.	Economy Goal Objective 2	· Preparation of a feasibility study and benefit/cost assessment for a research and innovation centre in Aurora.	Aurora Innovation Centre concept to be presented to Council in 2015.	On Target

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Timeframe:
Short Term & Ongoing (1-2 years to initiate, and ongoing)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Implement and regularly update the Town's Corporate Environmental Action Plan.	Environmental Goal Objective 1	· Percentage of action items within the Corporate Environmental Action Plan completed within the prescribed timelines. · Review and update the Corporate Environmental Action Plan completed at least every five years.	All short term items initiated within the prescribed timelines. More than 50% of action items within the Corporate Environmental Action Plan completed. Corporate Environmental Action Plan Update planned for 2016.	Complete. Incorporated into ongoing operations.
Continue to create and promote waste diversion education programs in partnership with York Region.	Environmental Goal Objective 1	· Percentage increase in waste diverted. · Reduction in average kilogram of waste per household.	67 percent of waste diverted at the curb from 2008-2014.	Complete. Incorporated into ongoing operations. Implement back yard composting pilot project.
Assess the merits of measuring the Town's natural capital assets.	Environmental Goal Objective 1	· Preparation of feasibility assessment completed for Council consideration.	Natural Capital Assets report presented to Council in June 2013.	Complete
Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding environmental contributions.	Environmental Goal Objective 2	· Preparation of report analyzing the feasibility of incorporating an outstanding Green Business award.	Memorandum seeking feedback and Council direction on the reinstatement of the Environmental Business Award presented to the Environmental Advisory Committee in fall 2013. Green Business Award not included in 2014 Community Recognition Awards.	Complete

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Timeframe:
Medium Term (2-5 years to initiate)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Examine traffic flow patterns and identify potential solutions to improve movement and safety at key intersections in the community.	Community Goal Objective 1	· Report prepared for Council consideration that recommends options to improve movement and safety at key intersections.	Recommendations made through the Transportation Master Plan have been implemented along Yonge Street.	Complete. Incorporated into ongoing operations. Council request to investigate installation of speed cushions at Strategic locations.
Explore partnership options to support the transportation needs of the Town's changing demographics.	Community Goal Objective 1	· Report prepared that outlines and evaluates potential partnership options to support the transportation needs of the Town.		Not Started
Implement and regularly update the Trails Master Plan to improve connectivity.	Community Goal Objective 1 \n\n Community Goal Objective 4 \n\n Environmental Goal Objective 2	· Percentage of actions items within Trails Master Plan completed within the prescribed timelines. \n · Review and update the Trails Master Plan at least every five years.	91% of action items within the Trails Master Plan initiated or completed within the prescribed timelines.	Complete. Incorporated into ongoing operations.
Implement actions that ensure the long-term safety of the community such as CPTED (Crime Prevention Through Environmental Design) and other urban design principles.	Community Goal Objective 2	· Percentage of residents satisfied with safety in Aurora.	CPTED design used in 2C Subdivision. \n\n Satisfaction measure not available due to cancellation of 2014 Resident Survey.	Complete. Incorporated into ongoing operations.

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Timeframe:
Medium Term (2-5 years to initiate)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Promote the adaptability and flexibility of services to respond to demographic shifts.	Community Goal Objective 2	· Average resident satisfaction rating of services and programs offered.		Not Started
Expand opportunities and partnerships that contribute to the celebration of culture in the community.	Community Goal Objective 3	· Report prepared that outlines and evaluates potential partnership opportunities to contribute to the celebration of culture in the community.		Not Started
Develop a long-term needs assessment for recreation programs, services and operations to match the evolving needs of the growing and changing population.	Community Goal Objective 4	· Preparation of a Long-Term Needs Assessment for recreation services for Council consideration.	Parks and Recreation Master Plan Review scheduled for 2015.	On Target
Support multi-generational programming in cultural and recreation activities to encourage every age cohort to interact and share experiences.	Community Goal Objective 4	· Number of multi-generational programs offered per year.	Programs are presently being offered, but no strategy developed to expand opportunities.	On Target

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Timeframe:
Medium Term (2-5 years to initiate)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Assess the feasibility of establishing an entertainment district in the downtown area, a community square/gathering area/piazza and a permanent or scheduled outdoor pedestrian mall on Yonge Street in the Aurora Promenade.	Community Goal Objective 5 Economy Goal Objective 1	· Preparation of a report evaluating the feasibility of the establishment of an entertainment-related district in Aurora.	Project Deferred by Council as part of the Yonge Street North Tertiary Plan.	Not Started
Identify the roles that the Town can play to support small and home based business in Aurora.	Economy Goal Objective 2	· Establishment of a targeted Business Retention and Expansion program.		Not Started
Recognize corporate social responsibility in the Aurora business community.	Economy Goal Objective 2	· Preparation of report analyzing the feasibility of incorporating a Corporate Social Responsibility award.		Not Started
Investigate a program that promotes and actively supports innovative green buildings and infrastructure.	Environmental Goal Objective 2	· Preparation of report for Council consideration examining the opportunities and costs related to promoting green building and infrastructure in Aurora.	Corporate Energy Management Plan approved by Council in 2014. Plan outlines measures to promote municipal green buildings and infrastructure.	Complete. Incorporated into ongoing operations.
Promote community involvement in environmental initiatives.	Environmental Goal Objective 2	· Number of participants per year attending environmental events.		Not Started

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Timeframe:
Long Term (5+ years to initiate)

Action(s)	Strategic Plan Reference	Outcome(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status/ Comments
Maintain and expand infrastructure to support forecasted population growth through waste management, roads, emergency services and accessibility.	Community Goal Objective 2	· Preparation of a service review of planned infrastructure levels to 2031 for Council consideration. · Average resident satisfaction rating of Town-owned infrastructure.	Revised winter service levels adopted by Council in 2014. Satisfaction measure not available due to cancellation of 2014 Resident Survey.	On Target. Initiated development of waste collection tender documents with N6. Tender to be issued in early 2016.
Prepare and regularly update the Town's Official Plan and Zoning By-law.	Community Goal Objective 5	· Review and update the Official Plan at least every five years. · Review and update the Zoning By-law at least every 10 years.	Official Plan review planned for 2016-2017. Zoning By-law Update planned for 2015.	On Target
Investigate opportunities to establish an environmental interpretive centre.	Environmental Goal Objective 1	· Preparation of feasibility assessment related to the establishment of an environmental interpretive centre for Council consideration.	ORM Interpretive Centre proposed at Bayview Ave and Wellington St. Project proposed by the Stronach Family.	On Target

Contact Us

Address
100 John West Way, Box 1000
Aurora, Ontario
L4G 6J1

Hours of operation
Monday to Friday
8:30 a.m. to 4:30 p.m.

Phone
Local: 905-726-4742

Toll-free: 1-800-269-3753 ext. 4742

Fax
905-726-4738

Email
strategicplan@aurora.ca

Website
www.aurorastrategicplan.ca

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TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. CAO15-004

SUBJECT: *Excellence Matters Aurora*

FROM: *Neil Garbe, Chief Administrative Officer*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. CAO15-004 be received for information.

PURPOSE OF THE REPORT

To provide Council with details on the cost/benefits of Aurora's partnership with Excellence Canada. This report is being provided in response to Council's request for further information.

BACKGROUND

In February 2010, the Town of Aurora began its continuous improvement journey using the National Quality Institute's Progressive Excellence Program - Quality and Healthy Workplace criteria as a framework for success. The project was sponsored by the Town's Chief Administrative Officer, Neil Garbe, with the expectation that the results would both improve the customer experience at Town Hall and nurture a culture of continuous improvement with the corporation.

In late 2011, NQI evolved into Excellence Canada and a more robust set of criteria were developed. This new framework focused on Innovation, Excellence and Wellness. The Town embraced the new direction and set out to re-launch the Aurora initiative to be in keeping with the newly developed Excellence Canada framework.

In September 2014, the Town was Awarded Bronze Certification from Excellence Canada and was informed by Excellence Canada that the Town is well on their way to Silver Certification. Excellence Canada awarded the Town a score of 85% in our Bronze Certification whereas a minimum score of 65% is the requirement. Details on the scoring can be found within Attachment # 3.

COMMENTS

What is Excellence Matters Aurora?

Excellence Matters Aurora is an organizational initiative based on the Innovation, Excellence and Wellness framework established by Excellence Canada. Excellence

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Matters Aurora is an initiative to strive towards continually improving performance; being innovative, competitive, and customer focused; to be healthy, inclusive, and sustainable; and to be economically, socially, and environmentally responsible. The goal is to achieve organizational excellence for the Corporation of the Town of Aurora.

Excellence Matters Team

Within the Town of Aurora the Excellence Matters Team consists of individuals from all departments, as depicted below:
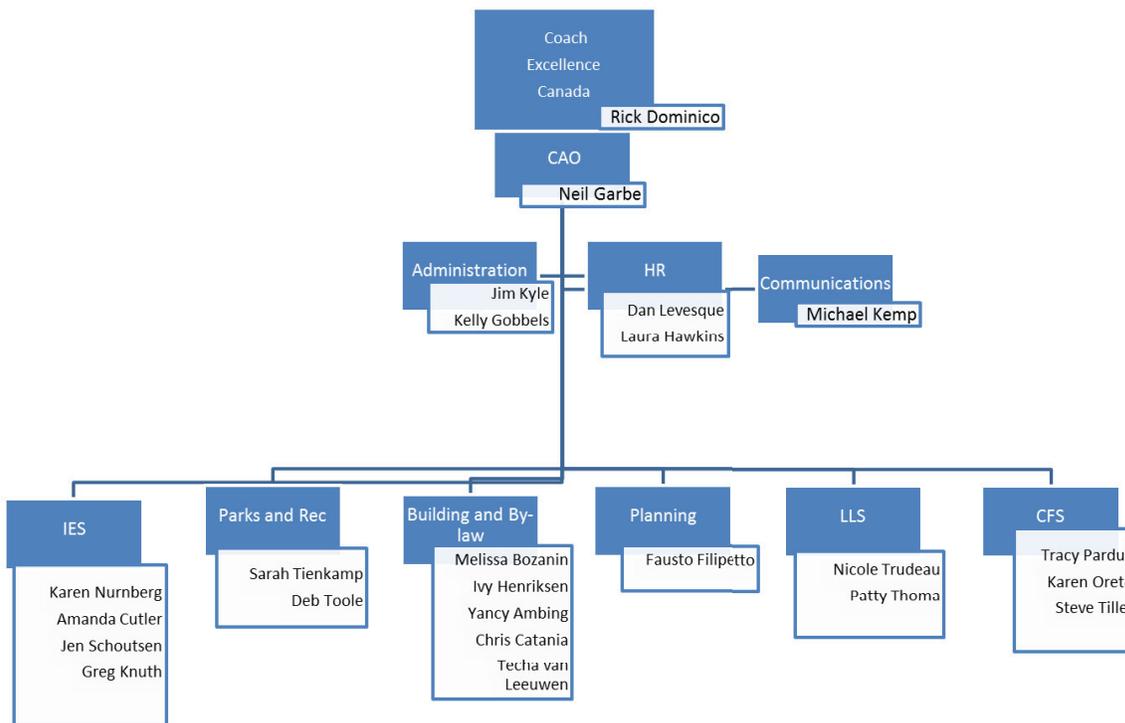
What is Excellence Canada?

Founded in 1992 by Industry Canada (NQI), Excellence Canada is an independent, not-for-profit, organization that is committed to advancing organizational excellence across Canada. A list of Founding Members is attached (Attachment 1).

Excellence Canada's four levels of the Excellence, Innovation and Wellness Standard is progressive in scope, building on each other to ensure that organizations can implement and sustain, in a manageable and practical manner, a focus on organizational excellence.

Every organization focused on excellence charts its own course in order to demonstrate progress. This Standard provides an overall implementation model that complements

and supports existing frameworks and accreditation systems, as well as provide a key overall strategic umbrella for continuous improvement. This strategic approach helps connect the various frameworks and improvement initiatives in place, assisting the application of practical and manageable ways of building and sustaining a culture of excellence.

The Excellence, Innovation and Wellness Standard were developed by Excellence Canada in association with Excellence Canada partners and professionals from across Canada. The Standard's design is based on research and knowledge pertaining to success factors in the workplace and the experiences and outcomes of successful organizations. This Standard reflects best practice from around the world and benchmarks favourably against the Baldrige Award, Deming Award and European Quality Award.

The EIW standard is depicted in the following graphic (The Organizational Excellence Scorecard)

Organizational Excellence Scorecard®

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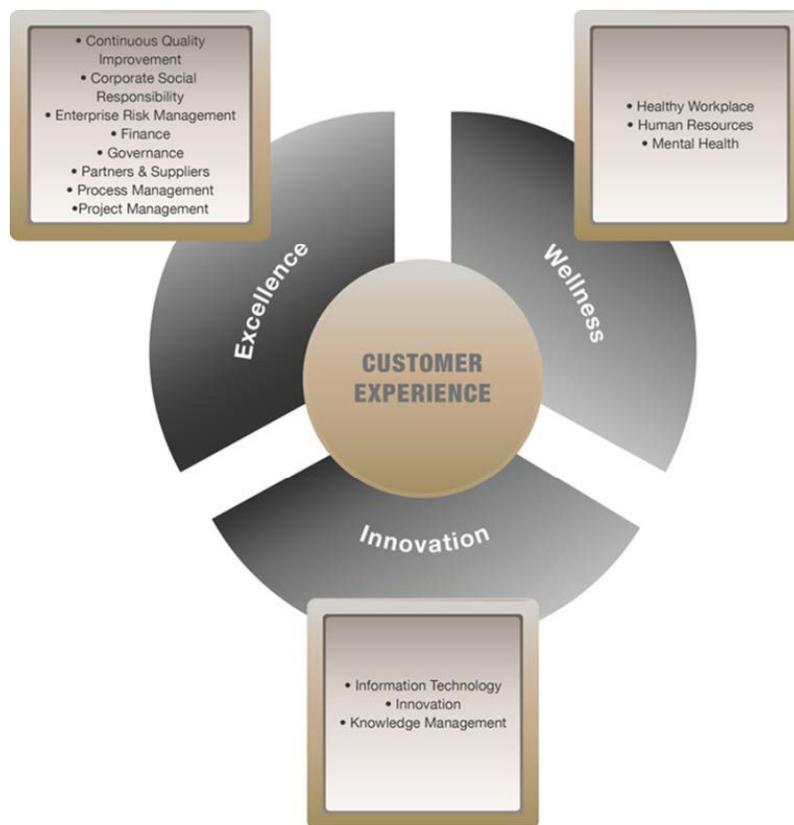
How is Aurora achieving Organizational Excellence?

Excellence Canada has developed Progressive Excellence Program consisting of a framework and criteria that when followed and embraced by the entire organization will yield the desired results of achieving excellence.

The program is progressive in nature and allows organizations to incrementally achieve positive results and obtain certification from Excellence Canada. The following graphic indicated the four levels of certification (Aurora has obtained Bronze – Foundation Level certification and is currently working on obtaining Silver – Advancement Level certification:

EXCELLENCE CANADA
PROGRESSIVE EXCELLENCE PROGRAM®
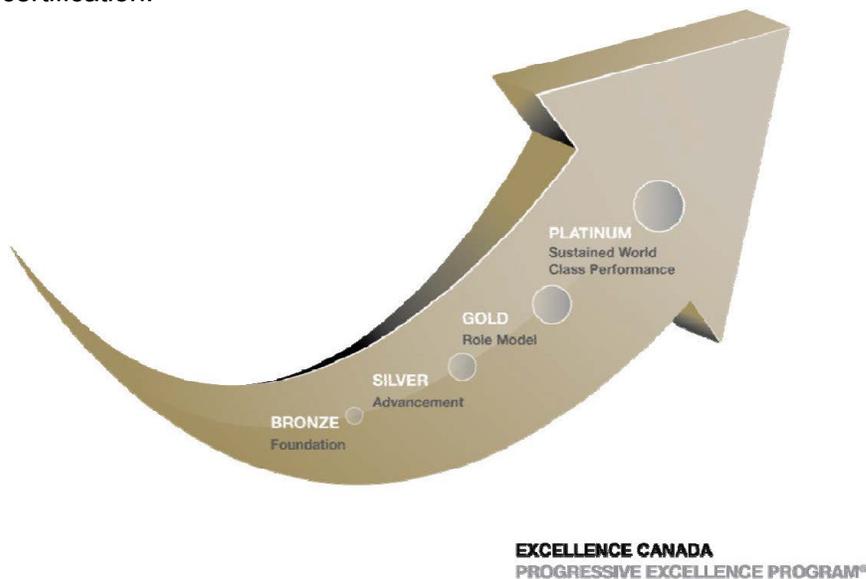
For each of the four levels of certification a series of criteria has been established by Excellence Canada. Excellence Canada completes an independent audit of the Town's progress, based on a required submission application, prior to certifying that the Town has progressed to a new level.

The Excellence Matters team developed a charter and work plan to meet the Excellence Canada criteria to obtain Bronze Certification and is now working on a similar work plan to obtain Silver Certification. It is important to not that the work plan is developed in a way to look forward all the way to Platinum Certification in order to ensure all projects completed by the Town are scalable and will not have to be repeated at each level of certification.

As previously indicated each level of Excellence builds upon an incremental system of implementing criteria established by Excellence Canada. A summary of the criteria for each level is included in Attachment 2.

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Excellence Canada Awards

Excellence Canada has an annual conference and recognizes partners with an awards ceremony. The Excellence Canada awards are among the most prestigious in Canada.

There are many "awards" or ranking programs in Canada such as the 50 Best-Managed Companies, Top 100, etc. So what sets the Excellence Canada Award apart from others in Canada?

1. The Governor General of Canada is the Patron of the Canada Awards for Excellence. Like the "Order of Canada" for individuals, the CAE is the "Order of Excellence" in Canada for organizations.
2. The Canada Awards for Excellence Criteria are very comprehensive and cover all aspects of an organization (leadership, planning, governance, ethics, people and health practices, processes, suppliers, partners, and organizational results). Many other "ranking" or awards programs focus on simply a survey.
3. In order to help organizations to aspire to the Canada Awards for Excellence, Excellence Canada has developed a progressive implementation roadmap in the form of the Progressive Excellence Program® (PEP). This is unique in Canada.

Benefits of Excellence Canada Partnership

Excellence Canada has developed a proven framework to assists organizations in continual improvement in the categories of Excellence, Innovation and Wellness. Excellence Canada provides Aurora with a dedicated coach (Rick Dominico) to assist with the Town's journey. Excellence Canada also provides a vast amount of resources to assist Aurora; the following are some examples of the resources provided by Excellence Canada:

- Coaching
- Networking opportunities
- Excellence Tool Kit - $4,000 value
- Webinars on a variety of topics
- Numerous online resources
- Access to training – some courses are free while others have a cost per course (silver members get 25% discount on all courses)

Excellence Canada has a proven track record of improving organizations based on an incremental framework that has been established in consultation with numerous corporations across all sectors of the economy. Aurora is a Silver Partner with Excellence Canada and accordingly pays a partnership fee of $10,000 per year.

Positive outcomes as a result of applying the Excellence Canada Criteria

The Excellence, Innovation and Wellness standards of Excellence Canada include

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numerous criteria to help guide corporations to improve in several key categories and these all focus around customer experience as shown on the Organization Scorecard diagram on Page 3 of this report. The following are examples of some projects/initiatives that the Town has undertaken in accordance with the Excellence Canada progressive excellence program.

- The Access Aurora Customer Services Plan was implemented. The Town is currently working on a Customer Experience plan to augment the Customer Services Plan. Staff is working directly with representatives of Excellence Canada pertaining to the completion of the Customer Experience Plan.
- New Mission, Vision and Values for the cooperation were developed.
- Inside Aurora – the Towns intranet site was developed to improve internal communications.
- A Diversity Strategy has been developed
- Numerous internal policies have been updated and modified.
- An employee wellness plan was developed and continues to evolve. In addition staff were provides with access to an Employee Assistance Plan (EAP).
- Time and dedicated space has been allocated to Prayer/Quiet Time Reflection
- Corporate KPI's have been developed and are being tracked. A new intranet/SharePoint site has been dedicated to corporate KPI's.
- Project management and process mapping tools are being developed.

Next Steps

The Excellence Matters Team and all of ELT completed a self-assessment in early 2015 to ascertain how well the Town is doing in meeting all the criteria associated with meeting Silver Certification. This self-assessment confirmed that the Town is well on its way to achieving Silver certification and also identified criteria that still need work prior to obtaining certification. The next step will involve the development of a prioritized work plan by the Excellence Matters Team in association with ELT. This work plan will identify priorities and time frames associated with initiatives required to be completed to obtain Silver Certification. The Excellence Matters Team will then coordinate the completion of the identified initiatives.

Once all the initiatives are complete an additional self-assessment will be undertaken and the Town will apply to Excellence Canada to obtain Silver Certification.

LINK TO STRATEGIC PLAN

The Strategic Plan Vision is to promote an innovative and sustainable community. The partnership with Excellence Canada focuses on innovation and sustainability.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None.

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FINANCIAL IMPLICATIONS

There is $10,000 annual partnership fee. Funding for the Excellence Matters initiative has been included in the 2015 budget. There are additional fees associated with certification but these only occur when the Town applies for a new level of certification.

CONCLUSIONS

Excellence Canada is a well-respected not for profit organization committed to improving organizational excellence throughout Canada. Aurora's partnership with Excellence Canada has helped identify a number of gaps/opportunities that have been addressed through various initiatives/projects to improve customer service, employee wellness and continuous improvement for the Town.

The Excellence Matters Team fulfils a cross functional role in ensuring that the entire organization embraces innovation and excellent customer service. The team is currently developing a work plan to achieve silver certification and looks forward to implementing this work plan based on the criteria identified by Excellence Canada.

PREVIOUS REPORTS

None.

ATTACHMENTS

Attachment # 1 – Excellence Canada founding members
Attachment # 2 – Excellence Canada Criteria for each Level of Certification
Attachment # 3 – Bronze Scoring Chart

PRE-SUBMISSION REVIEW

Executive Leadership Team meeting – April 9, 2015

Prepared by: Jim Kyle, Manager of Special Projects - Ext. 4345

Neil Garbe
Chief Administrative Officer

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
Bronze (Level 1) demonstrates a clear commitment to excellence, innovation and wellness.	Silver (Level 2) builds on the commitment and foundation established in Bronze.	Gold (Level 3) builds on the solid implementation of excellence, innovation and wellness established in Silver.	Platinum (Level 4) builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.

Bronze (Level 1) demonstrates a clear commitment to excellence, innovation and wellness.

- The organization is in the early stages of implementing a long-term strategic focus on excellence, innovation and wellness that promotes good principles and practices as outlined in this Standard.
- There is a commitment to continuous improvement with awareness and education on the Standard, and using internal and/or external assessment, either in a pilot project or across the organization, to assist the process of establishing priorities for improvement.

The key outcomes of Bronze are:

- Broad team support of the vision, mission, and values
- Recognition of the importance of embedding excellence, innovation and wellness principles in decision making at all levels of the organization
- Policy statements related to excellence, innovation and wellness.

** *This level requires an application plus an Excellence Canada approved assessment. A brief site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada.*

Silver (Level 2) builds on the commitment and foundation established in Bronze.

- A solid methodology is in place across the organization based on the Standard, and has been implemented in key areas.
- The organization is in transition from a focus on "reacting" to issues to a more "proactive" approach.
- Positive results are being achieved from improvement efforts in some areas.

The key outcomes of Silver are:

- A wider understanding by employees of the organization's strategic approach to excellence, innovation and wellness
- Strategic and operational plans are in place
- Establishment of baseline indicators, measures and related goals for excellence, innovation and wellness.

** *This level requires an application plus an Excellence Canada approved assessment. A site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Silver CAE.*

Gold (Level 3) builds on the solid implementation of excellence, innovation and wellness established in Silver.

- There is organization wide implementation of the strategic focus on excellence, innovation and wellness through the understanding and application of the Standard.
- There is a sound, systematic approach to excellence, innovation and wellness in place.

The key outcomes of Gold are:

- Positive achievements in meeting and exceeding strategic goals
- An organization-wide focus on excellence, innovation and wellness issues
- Positive results are being achieved across all drivers, across all areas/departments of the organization
- Widespread quantifiable improvement as a result of moving from reactive to proactive approaches and practices.

** *This level requires an application plus an Excellence Canada approved assessment. A site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Gold CAE.*

Platinum (Level 4) builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.

- The organization has achieved good to excellent results and positive trends from its efforts for overall improvement in excellence, innovation and wellness.
- The organization can clearly identify sustained improvements against specific objectives and goals.

The key outcomes of Platinum are:

- Sound systemic or systematic approach to excellence, innovation and wellness
- Continuous improvement is a "way of life" with full integration into culture and systems
- Sustained positive improvements in all areas over at least three years (trend data required)
- The organization is viewed as a leader within its sector regarding Excellence, Innovation and Wellness in terms of knowledge sharing, industry and benchmark leadership and best practices.

** *This level requires an application plus an Excellence Canada approved assessment. A site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Platinum CAE.*

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

LEADERSHIP AND GOVERNANCE	LEADERSHIP AND GOVERNANCE	LEADERSHIP AND GOVERNANCE	LEADERSHIP AND GOVERNANCE
BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
1.1 Leadership and Governance	**2.1 Leadership and Governance**	**3.1 Leadership and Governance**	**4.1 Leadership and Governance**
a) At Bronze (Level 1), it is important that the senior leadership team endorses and supports the following operating principles: ➢Leadership involvement ➢A primary focus on the customer experience ➢Co-operation, teamwork, and continuous learning ➢A focus on excellence, innovation and wellness ➢A focus on continuous improvement ➢Commitment to fact-based decision-making through the use of data and measurement ➢Commitment to corporate social responsibility ➢Commitment to good governance, including enterprise risk management, and financial controls. b) Key policies and/or written statements exist in the organization that address excellence, innovation and wellness. c) In the decision-making process, the organization considers the wide-spread impact of decisions on customers and employees. Impacts include quality, safety, health and societal issues. d) There is a method to review and ensure compliance with relevant provincial and national case law, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards, etc. e) A policy that demonstrates respect for diversity is well understood in the organization.	a) Governance framework policies applicable to the organization's mandate and goals have been established, and such policies have been communicated across all areas. b) Shareholder/stakeholder management practices are defined. c) There is clear accountability and cascading of responsibility for excellence, innovation and wellness. d) Indicators of effectiveness of leadership have been established and measured. e) Training has been provided to key stakeholders and goals and indicators have been established related to diversity.	a) Governance framework policies are being met throughout the organization, e.g., accountability for management actions, fiscal control, privacy, security and ethics. b) A healthy balance between proactive and reactive shareholder/stakeholder management has been achieved. c) Leadership is involved and kept informed about the impacts of excellence, innovation and wellness, and uses the information to make decisions and take action. d) There is an ongoing commitment to continuous improvement through: ➢ Leadership actions and accountability ➢ Allocation of resources ➢ Review of the overall approach to the implementation and progress of this Progressive Excellence Program® (PEP). e) Leaders at all levels influence, and are held accountable, for strengthening organizational culture in a positive way. f) Goals and indicators related to diversity are being achieved.	a) There is consistent achievement in meeting Governance framework policies. b) There exists a demonstrated ability to positively impact shareholder/stakeholder relations (policy and regulatory impact). c) Highly effective workplace "best" practices are identified and shared, internally and externally. d) There are consistent measures of achievement in meeting relevant provincial and national case law, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards, etc. e) There is consistent achievement in meeting goals for diversity.

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

STRATEGY AND PLANNING	STRATEGY AND PLANNING	STRATEGY AND PLANNING	STRATEGY AND PLANNING
BRONZE: FOUNDATION	**SILVER: ADVANCEMENT**	**GOLD: ROLE MODEL**	**PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE**
1.2 Strategy and Planning	**2.2 Strategy and Planning**	**3.2 Strategy and Planning**	**4.2 Strategy and Planning**
a) There is a vision, mission and/or values statement that has had input from key stakeholders. These statements are communicated broadly. b) Financial, human and related resources are committed to excellence, innovation and wellness. c) Enterprise risks have been identified. d) The organization uses a variety of methods to communicate its various policies and plans.	a) An organization-wide Strategic Plan has been developed and implemented with input from all stakeholders. b) Flowing out of the Strategic Plan, a balanced set of key priorities and measurable goals has been developed that relate to excellence, innovation and wellness, as reflected in various plans. These are: ➤ Established with input from key stakeholders ➤ Determined for operating budget development and for inclusion in the organization's operating plans ➤ Communicated across the organization to build awareness. c) Baseline indicators to measure performance against goals have been established in plans (or sections of plans) and are monitored regularly through methods such as the "Organizational Excellence Scorecard" e.g., ➤ Customer experience ➤ Governance and financial management ➤ Corporate Social Responsibility including energy management and environmental sustainability ➤ Enterprise risk management ➤ Continuous quality improvement, process and project management, and partner/supplier ➤ Innovation ➤ Knowledge Management and Information Technology ➤ Human Resources, Wellness and Mental Health	a) The Strategic Plan and all related plans, e.g., plans in the "Organizational Excellence Scorecard", are kept current, monitored and evaluated for achievement. b) The "Organizational Excellence Scorecard" (or equivalent) is used throughout the organization to monitor, measure and evaluate ongoing performance against established goals and related indicators. c) There is broad understanding and involvement throughout the organization of priorities and goals and progress on plans and results is communicated and celebrated. d) Innovation and knowledge management are evident across the organization and the results inform product, service and process design.	a) The ongoing planning process is evaluated for all plans and there is evidence of improvement over time. b) Levels and trends are used to measure overall financial performance, i.e. adherence to budgets, expenditure management, revenue and asset management. c) The "Organizational Excellence Scorecard" (or equivalent) is used to monitor, measure and evaluate sustained results over time. d) Innovation and knowledge management consistently informs product, services and process design and the organization is recognized for its innovation. e) Levels and trends are used to successfully mitigate risks in the organization.

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

CUSTOMER EXPERIENCE	CUSTOMER EXPERIENCE	CUSTOMER EXPERIENCE	CUSTOMER EXPERIENCE
BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
1.3 Customer Experience	**2.3 Customer Experience**	**3.3 Customer Experience**	**4.3 Customer Experience**
a) The organization identifies and segments its current customer groups based on needs and values. b) A customer experience policy exists and has been communicated clearly and consistently to all customers and employees. c) The organization communicates with its customer groups using a variety of methods. d) Employees understand the importance of contributing to positive customer service. e) A customer feedback process/mechanism is in place.	a) Linked to the Strategic Plan, a Customer Experience Plan is in place that defines the customer experience, with a plan of how to deliver and measure the experience. b) The organization's services have been aligned to the needs and value of its customer groups. c) Customer requirements are identified, analyzed and communicated to employees. d) Customer service standards exist at key customer contact points and are integrated into team or individual performance plans. e) Mechanisms are in place for customers to: ➢ Provide input on their requirements ➢ Seek assistance, and ➢ Give feedback on measures that are relevant to them. f) Baseline customer feedback measures (Voice of the Customer) have been identified. Results have been collected, and used to inform planning and innovation. g) The value of the organization's services has been communicated to its stakeholders.	a) The Customer Experience Plan is monitored, evaluated and updated for ongoing improvement. b) Customer requirements (current and future) are identified, analyzed, evaluated and communicated on a repeatable and reliable basis. c) Customer service standards for identified key customer contact points, are measured and evaluated for ongoing improvement. d) The organization responds promptly to effectively address customer inquiries and to resolve customer concerns. Customer loss also is tracked and evaluated. e) Voice of the Customer data is systematically collected and/or recorded and evaluated, and shared with customers for ongoing improvement. f) Services and products are enhanced by using knowledge of markets, partners and customers.	a) Levels and trends are used to enhance and improve the customer experience (loyalty, retention, life cycles, products and services, market share, growth, new markets etc.) b) Levels and trends of performance are used in dealing with customer inquiries, complaints and appeals. Customer relations are proactively managed to improve customer retention. c) Levels and trends for meeting established customer service delivery standards at identified key customer contact points, are used for sustained improvement. d) The organization uses benchmarking and/or other related sources, e.g., advisory boards, user groups, to evaluate performance.

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

PEOPLE ENGAGEMENT	PEOPLE ENGAGEMENT	PEOPLE ENGAGEMENT	PEOPLE ENGAGEMENT
BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
1.4 People Engagement	**2.4 People Engagement**	**3.4 People Engagement**	**4.4 People Engagement**
a) The leaders actively promote a culture of work/life balance. b) A policy (or policies) exists that clearly demonstrates a commitment to people and wellness, including the elements of: physical environment and occupational health and safety; health and lifestyle practices; workplace culture and supportive environment; and mental health. c) Awareness training is provided for employees, covering the organization's excellence journey, including references to the Excellence Canada Standard. d) Human resources policies have been developed and are available to all employees for easy access. Human resources policies should address relevant human rights legislation and issues to protect against harassment and discrimination in the workplace. e) Internal customers are identified.	a) A strategic Human Resources Plan and a Wellness Plan which includes mental health, are in place and clearly link to the overall Strategic Plan and related operational plans. b) There is a system in place for recruitment, selection, and on-boarding of employees. c) Employees clearly understand their roles and responsibilities as outlined in current position descriptions. d) There is a system in place for the management of employee performance and retention. e) Improving leadership, management, and supervisory interpersonal skills and abilities is a high priority. f) Training and development requirements are determined with employee input, and employees are assisted in acquiring and implementing new skills. g) Human resources, wellness and Voice of the Employee indicators are developed, measured and communicated. h) Management provides various avenues for employees to provide feedback, and to put forward innovative ideas and suggestions for improvement. i) Internal customer satisfaction is measured for ongoing improvement and results are communicated.	a) The Human Resources Plan and a Wellness Plan, which includes mental health, are monitored, evaluated and updated as appropriate. b) Employees can easily seek assistance in addressing issues, concerns and opportunities and their concerns and ideas are promptly addressed. c) Whenever possible, employees are involved in decisions that directly impact them. d) Innovative ideas are encouraged, shared and celebrated. e) Collection of human resources, wellness and Voice of the Employee indicators is ongoing, and the results are shared widely as appropriate and used to inform ongoing program improvement. f) There are formal and informal mechanisms in place to recognize the contribution of employees and teams. g) Training and development programs are evaluated for effectiveness. h) A formal succession plan is in place for key positions. i) Internal customer satisfaction continues to be measured for ongoing improvement and results are communicated.	a) Levels and trends of the effectiveness of human resources, wellness and Voice of the Employee indicators are used for sustained improvement. b) Levels and trends are used to measure the effectiveness of training and development and the related alignment to impacting organizational results. c) There is evidence that succession planning is effective. d) Levels and trends of internal customer satisfaction are used to improve service to other areas of the organization.

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

PROCESS AND PROJECT MANAGEMENT	PROCESS AND PROJECT MANAGEMENT	PROCESS AND PROJECT MANAGEMENT	PROCESS AND PROJECT MANAGEMENT
BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
1.5 Process and Project Management	**2.5 Process and Project Management**	**3.5 Process and Project Management**	**4.5 Process and Project Management**
a) There is a commitment to better manage and improve key policies and procedures in the organization. b) Key processes and projects have been identified. c) Training for process and project management and related tools is planned and/or underway for involved employees.	a) Key work processes and/or procedures, including process ownership, are documented using a consistent methodology across the organization, and are easily accessible by all employees. b) Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes. c) Key processes are assessed for their impact on the safety of customers, partners and suppliers and the physical and mental health and safety of employees. d) Key measures have been identified and data is actively being collected and used to measure and monitor key process stability. e) Training for process and project management has been expanded to management and others as required. f) A standardized method is in place for project management.	a) Key processes are actively measured with target performance levels established. These are monitored to ensure consistency, and the results used for ongoing improvement. b) Key processes are analyzed, root causes are dealt with, and changes to key processes are documented and communicated. c) Projects are managed consistently, monitored and evaluated for success. d) Change management principles and activities have been integrated into improvement plans and projects. e) All stakeholder groups (employees, customers, key partners and suppliers) are involved in process improvement activities, e.g., in problem solving and improvement teams.	a) Continuously improving levels and trends in performance are used for key service and/or product delivery processes. b) Level and trends demonstrate that key partners, suppliers and customers are increasingly involved in process management and improvements. c) Levels and trends are used for successful project management. d) Change management activities have been successful and there is clear evidence of "buy-in" to new methods or improvements across the organization.

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

PARTNERS AND SUPPLIERS	PARTNERS AND SUPPLIERS	PARTNERS AND SUPPLIERS	PARTNERS AND SUPPLIERS
BRONZE: FOUNDATION	SILVER: ADVANCEMENT	GOLD: ROLE MODEL	PLATINUM: SUSTAINED WORLD CLASS PERFORMANCE
1.6 Partners and Suppliers	**2.6 Partners and Suppliers**	**3.6 Partners and Suppliers**	**4.6 Partners and Suppliers**
a) Key partner and supplier groups have been identified e.g., ➢ Financial partners (e.g., win/win financial partners i.e., profit sharing, commissions, royalties, etc.) ➢ Non-financial partners (e.g., volunteers, agencies, charities etc.) ➢ Suppliers. b) A policy (or policies) is in place that includes different forms of partner and supplier relationships. c) Appropriate information and criteria is used to select capable financial and non-financial partners and suppliers.	a) A Partnership Plan is in place that links to the Strategic Plan. b) The organization establishes and maintains co-operative working relationships with key partners and suppliers, and responds to feedback effectively. c) Prior to procurement and whenever possible, employees are involved in assessing the impacts of products or services that impact on their health, safety and/or productivity. d) Baseline partner and supplier performance measures are identified and collected.	a) The Partnership Plan is reviewed to ensure that it is consistent with the existing Strategic Plan and/or evolving needs of the organization. b) The performance of partners and suppliers is measured and analyzed for ongoing improvement. c) Satisfaction of key partners and suppliers is monitored and the results are used for ongoing improvement. d) Key partners and suppliers collaborate in an innovative way in the design, development and enhancement of relevant services and/or products.	a) Levels and trends of the organization's satisfaction with key partners and suppliers are used for sustained improvement. b) Levels and trends in key partner and supplier satisfaction with regard to the relationship with the organization are used for sustained improvement. c) Levels and trends of involvement of key partners and suppliers in services and/or products are measured and used for sustained improvement.

ATTACHMENT # 3

		Available Points	Total Available Points	Actual Points	Total Actual Points	% per driver
	Excellence, Innovation and Wellness					
	Scoring Chart: Bronze - Foundation					
	Applicant **TOWN OF AURORA**					
1.1	**Leadership and Governance**					
a)	Leadership support	40		40		
b)	Key policies and/or written statements	40		30		
c)	Decision-making process	40		30		
d)	Compliance method re compliance	40		35		
e)	Policy that demonstrates respect for diversity	40	200	35	170	85%
1.2	**Strategy and Planning**					
a)	Vision, mission is communicated	40		40		
b)	Commitment to Excellence, Innovation and Wellness	40		40		
c)	Risks are identified	40		25		
d)	Policies & plans are communicated	40	160	40	145	91%
1.3	**Customer Experience**					
a)	Needs & values are identified	40		30		
b)	Customer experience policy is communicated	40		40		
c)	Communication to customer groups	40		35		
d)	Positive customer service is understood	40		35		
e)	Feedback process is in place	40	200	30	170	85%
1.4	**People Engagement**					
a)	Work/life balance	40		35		
b)	Commitment to people and wellness	40		40		
c)	Awareness training for employees	40		35		
d)	Human Resources policies are developed	40		40		
e)	Internal customers are identified	40	200	30	180	90%
1.5	**Process and Project Management**					
a)	Commitment to improvement	40		35		
b)	Key processes and projects are identified	40		25		
c)	Training is planned	40	120	30	90	75%
1.6	**Partners and Suppliers**					
a)	Key partners/suppliers are identified	40		25		
b)	Policies for partner/supplier relationships are in place	40		30		
c)	Selection of partner/suppliers	40	120	35	90	75%
			1000		845	
	Percentage of available points (*Actual score ÷ Available Points*)			85%		

For PEP certification - A minimum of 65% of available
points is needed to qualify for Bronze certification and
a minimum score of 50% is required for each of the drivers

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. CFS15-017

SUBJECT: *Capital Projects Status & Closures Report as of December 31, 2014*

FROM: *Dan Elliott, Director, Corporate & Financial Services - Treasurer*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. CFS15-017 be received; and

THAT the capital project closures and capital funding adjustments outlined in Attachments #1 and #2 of Report No. CFS15-017 be approved.

PURPOSE OF THE REPORT

To present Council with information necessary to monitor capital project status as at December 31, 2014 and to seek authorization for staff to close certain completed projects and make funding adjustments as required.

BACKGROUND

The Capital projects financial position status report as of December 31, 2014 provides an overview of the Town's capital projects and was prepared in consultation with various Town staff who are responsible for managing their department capital projects. All capital projects have been reviewed and recommendations provided for any budget adjustments and potential closures of projects. Any funding surpluses will be returned to their original funding sources. This report does not include any projects brought forward by the Aurora Library Board.

COMMENTS

As of December 31, 2014, the Town had a total of 135 active capital projects. Staff is recommending the closure of 49 of these capital projects. The 42 projects to be closed outlined in Attachment #1 have a surplus of $3,893,672 to be returned to their original source of funding.

In addition to the closures identified in Attachment #1, staff also recommends funding adjustments to 9 projects, 7 of which can be then closed as outlined in Attachment #2. These funding adjustments total a net of $126,553. Notes of explanation are provided.

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Attachment #3 summarizes the activities of the IES and Parks and Recreation Contingency Capital accounts, and documents the top-up funding required. These accounts allow prompt closure, but funding is available for minor costs post project completion.

Status of Remaining Open Capital Projects – Attachment #4

This schedule provides an inventory and progress status update for 86 projects remaining open as of December 31, 2014. They have a total approved budget value of $55,341,731, with an unspent balance available as at December 31, 2014 of $27,956,874.

This listing includes projects which may be included on Attachment #2 as receiving funding adjustments. For purposes of preparing this status schedule, any such proposed adjustments are presumed as approved and are reflected in the list of open projects. Projects closed in Attachment #1 or #2 have been removed. Capital projects approved in 2015 did not exist as of December 31, 2014 and are not included.

Staff from all departments, have reviewed the open capital projects list and have identified the progress to December 31, 2014 for each listed project. All projects are listed by department and indicate their status as reported by the project managers.

LINK TO STRATEGIC PLAN

Reporting to Council and the public on the status of approved capital projects and associated funding, and regularly managing and closing these projects demonstrates the Strategic Plan principles of leadership in corporate management, and demonstrates accountability and transparency to the community of the local government.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Amend the recommended projects for closure and/or funding adjustments.
2. Direct that certain projects identified by staff to remain open be cancelled and closed at the current status.

FINANCIAL IMPLICATIONS

This report recommends the closing of 49 capital projects, with the net funding adjustment of $3,893,672 (as noted in Attachment #1) be returned to the original funding sources, and $126,553 of funding adjustments or transfers to other Capital Projects, as noted in Attachment #2.

The portfolio of remaining open capital projects contains 86 projects (detailed in Attachment #4), with a total budgeted/funded value of $55,341,731. $27,384,857 has been spent to date on these projects, with a remaining approved unspent and funded value of $27,956,874. This amount is referred to as Unspent Capital Funding balance. For our financial statements purposes, this amount is a component of our "accumulated Surplus" on our Balance Sheet.

Capital projects may vary dramatically in expected delivery time from the date of approval; some projects naturally take several years to complete, such as major computer system implementation or road reconstruction, while some projects may only take a few months from approval to completion, such as a vehicle replacement. Timing of project delivery may also be constrained by staff resources, or project integration with other Town departments or the Region of York.

Staff are <u>not</u> authorized to increase the total project budget, or to increase the scope of a capital project without Council's approval.

CONCLUSIONS

Staff from all departments, continue to work on completing outstanding capital projects to which Council has committed funding, and that the community anticipates their completion. This report is intended to update Council on the status of each open approved project: bring closure to some, funding adjustments to others, and provide a status report on all remaining projects.

PREVIOUS REPORTS

Last Capital Status Report: General Committee, May 20, 2014 CFS14-005 Capital Projects Status & Closures Report as of December 31, 2013

ATTACHMENTS

Attachment #1 – Capital Projects to be Closed with Funds Returned to Source
Attachment #2 – Capital Projects Funding Adjustments
Attachment #3 – Summary of Use of Contingency Funds
Attachment #4 – Inventory and Status of Capital Projects Remaining Open

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PRE-SUBMISSION REVIEW

Input solicited from all staff responsible for projects and compiled by Financial Services.

Executive Leadership Team - Thursday, April 23, 2015

Prepared by: Jason Gaertner, Manager Financial Planning - Deputy Treasurer

Dan Elliott, CPA, CA
Director of Corporate & Financial
Services - Treasurer

Neil Garbe
Chief Administrative Officer

Town of Aurora
Capital Projects to be Closed with Funds Returned to Source
As of December 31, 2014

Attachment #1

Report Line Ref	Project	Total Approved Funding	Total Expenditures to December 31, 2014	Current Balance Surplus/ (Deficit)	Year of Original Approval	Close Project Account / Disposition of Balance
CAO						
1.01	Employee Survey (12003)	20,000		20,000	2014	Project to be undertaken using internal staff and tools. Return $20,000 to Studies and Other.
1.02	Town Website Redevelopment (12020)	90,000	71,438	18,562	2011	Project complete and can be closed. Return $18,562 to Discretionary R & R.
1.03	Resident Survey (12024)	30,000		30,000	2014	Council elected not to proceed and can be closed. Return $30,000 to Studies & Other Reserve
1.04	Town Hall Space Study (14022)	598,845	322,439	276,406	2007/2010	Remaining project cancelled and can be closed. Return $276,406 to Studies and Other
CFS						
1.05	Development Charges Bylaw Study (14054)	102,700	76,539	26,161	2013	Project complete and can be closed. Return $26,161 to General Government DC.
INFRASTRUCTURE & ENVIRONMENTAL SERVICES						
1.06	Reconstruction-Spruce St., Keystone Court, Walton Dr. (31048)	2,217,713	2,112,702	105,012	2010-2012	Project complete and can be closed. Return $27,303 to Sanitary Sewer R & R, $44,105 to Storm Sewer, $6,301 to Water and $27,303 to Roads & Related. Represents 5% of budget.
1.07	Reconstruction - Richardson Dr/Hutchinson Road/Webster Road (31074)	2,840,092	2,796,212	43,880	2009	Project complete and can be closed. Return $43,880 to Roads and Related. Represents 2% of budget.
1.08	Reconstruction - Hilldale Rd., Hillside Ct., Kenlea Ct. (31080)	549,600	205,976	343,624	2013	Project complete and can be closed. Return $171,812 to Roads and Related and $171,812 to Wastewater. Scope reduced, existing roadbase not removed and replaced as in original estimate.
1.09	Reconstruction - Hunters Glen Rd. & Fox Point (31102)	1,254,500	516,829	737,671	2012	Project complete and can be closed. Return $737,671 to Roads & Related R & R. Scope reduced, existing roadbase not removed and replaced as in original estimate. Also, Council reduced scope to eliminate surface widening, saving on asphalt and base expansion.
1.10	Wellington Street West Entrance Features (31110)	1,086,445	525,960	560,485	2012	Project complete and can be closed. Return $560,485 to Roads & Related D.C.
1.11	Sidewalk & Blvd - Gurnett - Harrison - Cousins (34609)	168,200	86,298	81,902	2014	Project complete and can be closed. Return $81,902 to Roads & Related R & R
1.12	Sidewalk Extension (34628)	948,641	674,944	273,697	2011/2012	Project complete and can be closed. Return $273,697 to Roads & Related D.C.
- Sanitary Sewer System Improvements						
1.13	Haida Dr Multi-Plate Culvert Rehabilitation (42043)	728,057	629,510	98,547	2008/2011/2012	Project complete and can be closed. Return $98,547 to Stormwater Reserve
1.14	Machell Park Storm Outfall (42055)	112,100	79,948	32,152	2014	Project complete and can be closed. Return $32,152 to Stormwater Reserve
- Water System Improvements						
1.15	Structural Watermain Relining (43029)	1,125,600	699,895	425,705	2013	Project complete and can be closed. Return $425,705 to Water Reserve
- Facilities & Property						
1.16	AFLC Elevator Install (72127)	150,000	149,587	413	2011	Project complete and can be closed. Return $413 to Facilities R & R.

Town of Aurora
Capital Projects to be Closed with Funds Returned to Source
As of December 31, 2014

Attachment #1

Report Line Ref	Project	Total Approved Funding	Total Expenditures to December 31, 2014	Current Balance Surplus/ (Deficit)	Year of Original Approval	Close Project Account / Disposition of Balance
1.17	ACC - Re-Roof ACC#1 (72131)	750,000	555,868	194,132	2012	Project complete and can be closed. Return $194,132 to Facilities R & R. Represents 26% of budget.
1.18	SARC Expand Referees Room (72167)	40,000	9,082	30,918	2014	Project complete and can be closed. Return $30,918 to Facilities R & R. Represents 77% of budget.
1.19	ACC - Fire Panel & Security Panel (72177)	20,000	11,151	8,849	2014	Project complete and can be closed. Return $8,849 to Facilities R & R. Represents 44% of budget.
1.20	ACC 1 Bench Configuration (72198)	55,000	20,672	34,328	2014	Project complete and can be closed. Return $34,328 to Facilities R & R. Represents 62% of budget. Savings due to design optimization and alternative equipment selection.
1.21	Library Entrance Doors (72199)	95,000	14,645	80,355	2014	Project complete and can be closed. Return $80,355 to Facilities R & R. Represents 85 % of budget. Savings primarily due to smaller project scope and optimizing design.
1.22	AFLC LED Parking Lot Lights (72109)	50,000	34,861	15,139	2013	Project complete and can be closed. Return $15,139 to Facilities R & R
1.23	Town Hall Parking Lot Expansion (72162)	287,534	204,927	82,607	2013	Project complete and can be closed. Return $74,346 to IES Admin & Fleet DC and $8261 to Facilities R & R.
Fleet Management - Equipment						
1.24	1/2 Tonne Pick-Up Replacement (#13) (34160)	30,000	22,137	7,863	2014	Project complete and can be closed. Return $7,863 to Fleet R & R
1.25	Replacement of Asphalt Box #135 (34237)	60,000	38,425	21,575	2014	Project complete. Return surplus of $21,575 to Fleet R & R reserve.
Parks & Recreation - Equipment						
1.26	1/2 Tonne Pick-up Replacement #250 (71070)	50,000	39,077	10,923	2014	Project complete and can be closed. Return $10,923 to Fleet R & R
1.27	Dump #252 (71098)	60,000	58,800	1,200	2014	Project complete and can be closed. Return $1,200 to Fleet R & R
1.28	Tow Behind Wide Area Mower Replacement #253 Attachment (71123)	95,000	88,185	6,815	2014	Project complete and can be closed. Return $6,815 to Fleet R & R.
1.29	Light Industrial Loader to Replace Agricultural Tractor #221 (71097)	96,462	81,004	15,458	2014	Project complete and can be closed. Return $15,458 to Fleet R & R.
PARKS & RECREATION						
- Parks						
1.30	Bowling Green Perimeter Border Repair (73152)	25,000	22,660	2,340	2013	Project complete and can be closed. Return $2,340 to Parks R & R.
1.31	Mark St. to McMahon Park Pathway (73179)	88,000	54,412	33,588	2013	Project complete and can be closed. Return $33,588 to CIL Parkland.
1.32	Update Tree Inventory (73148)	10,000		10,000	2014	Moved to operating can be closed. Return $10,000 to Parks New Capital
1.33	Hamilton Park Shade Structure (73153)	35,000	2,498	32,502	2014	Project complete and can be closed. Return $32,502 to Parks R & R. Project completed in house resulting in lower than forecast expenditure.
1.34	Playground Surface Restoration (73154)	40,000		40,000	2014	Project can be closed. Return $40,000 to Parks R & R. Funds were allocated in the 2014 Parks operations budget.
1.35	Urban Forest Study (73180)	60,000	40,250	19,750	2013	Project complete. Return surplus of $19,750 to CIL Parkland.
1.36	Case Woodlot Retaining Wall (73194)	25,000	1,721	23,279	2014	Project complete and can be closed. Return $23,279 to Parks R & R. Project completed in house by staff, alternative methods used resulting in lower than forecast expenditure.
1.37	Diamonds/Soccer Field Drainage (73199)	35,000	27,943	7,057	2014	Project complete and can be closed. Return $7,057 to Parks R & R
1.38	Ada Johnson - Splash Pad Surface Upgrade (73225)	30,000	26,071	3,929	2014	Project complete and can be closed. Return $3,929 to Parks R & R.
PLANNING						

Town of Aurora
Capital Projects to be Closed with Funds Returned to Source
As of December 31, 2014

Report Line Ref	Project	Total Approved Funding	Total Expenditures to December 31, 2014	Current Balance Surplus/ (Deficit)	Year of Original Approval	Close Project Account / Disposition of Balance
1.39	Heritage District Study/ Plan (81003)	100,000	43,496	56,504	2008/2011	Project discontinued by Council and can be closed. Return $56,504 to Growth and New.
1.40	Aurora Promenade Streetscape Design & Implemt'n Plan (81012)	24,000	17,757	6,243	2,013	Project complete and can be closed. Return $6,243 to Studies & Other
1.41	Plotter Equipment (81013)	10,000	5,897	4,103	2014	Project complete and can be closed. Return $4,103 to Disc. R & R.
1.42	Aurora Promenade North (81014)	70,000		70,000	2014	Project deferred and can be closed. Return $70,000 to General Gov't DC
	TOTAL	14,263,489	10,369,817	3,893,672		

Town of Aurora
Capital Projects Funding Adjustments
and Closure of 7 Projects
As of December 31, 2014

Report Item Ref	Project (Project Ref. #)	Total Approved Funding	Total Expenditures as of December 31, 2014	Remaining Available Budget Surplus/ (Deficit)	Proposed Budget Adjustment Increase/ (Decrease)	Revised Remaining Available Budget	Explanation
CORPORATE & FINANCIAL SERVICES							
2.01*	CityView Upgrade (14042)	185,000	186,563	(1,563)	1,563	$0	Project complete. Fund deficit of $1,563 from Building Reserve
INFRASTRUCTURE & ENVIRONMENTAL SERVICES							
2.02*	Wastewater Infras Rehab Program (42022)	4,982,393	5,061,059	(78,667)	78,667	$0	Moved to operating. Fund deficit of $78,667 from Wastewater Reserve
2.03*	Intersection - Wellington/John West Way (31139)	112,100	118,304	(6,204)	6,204	$0	Project complete. Fund deficit of $6,204 from IES Closed Projects Contingency Fund.
2.04*	SARC LED Parking Lot Lights (72102)	100,000	108,861	(8,861)	8,861	$0	Project complete. Fund deficit of $8,861 from IES Closed Projects Contingency Fund.
2.05	IES Closed Projects Contingency (31115)	50,000	15,065	34,935	15,065	$50,000	Project to remain open, fund $65,065 from Roads & Related R & R Reserve to bring project back up to $50,000. See Schedule 3.
PARKS & RECREATION							
2.06*	Tree Nursery (73106)	10,000	26,163	(16,163)	16,163	$0	Project complete. Fund deficit of $16,163 from Parks Landscape Fee Reserve. $14,275 for soil removal was recovered from developer in 2014.
2.07*	Wellington Street Planting (73183)	25,000	25,031	(31)	31	$0	Project complete. Fund deficit of $31 from Parks R & R.
PLANNING							
2.08*	Growth Related Studies - Community Improvement Plan (81011)	200,000	73,527	126,473	(126,473)	$0	Transfer $126,473 to project 81015 and close project.
2.09	Community Improvement Plan (81015)	220,000		220,000	126,473	$346,473	Transfer $126,473 from project #81011 above.

Net New Funding Request	**$ 126,553**
*7 Projects that are complete and can be closed (high-lighted above)	(14,985)
2 Projects that require funding adjustments but will remain open	141,538.29
	126,553

Town of Aurora
Summary of Use of Contingency Funds
As of December 31, 2014

INFRASTRUCTURE & ENVIRONMENTAL SERVICES

IES Closed Projects Contingency (31115)	50,000	Permanent funding of capital contingency
Current Draws		
Intersection - Wellington/John West Way (31139)	6,204	
SARC LED Parking Lot Lights (72102)	8,861	
Required Funding Top Up	15,065	Draw from Roads R & R

PARKS & RECREATION

PRS Closed Projects Contingency (73187)	50,000	Permanent funding of capital contingency

TOWN OF AURORA
OPEN CAPITAL PROJECTS
REMAINING as of December 31, 2014

Attachment #4

Report Item Ref	Project Description	Total Approved Funding	Expenditures to Dec. 31, 2014	Current Balance Surplus/ (Deficit)	Year of Approval / # of Projects	Project Status					Notes on Project Status
						Not Started	Design Phase	Financially Committed	Near Completion	Other	
CAO											
4.01	15059 Leslie Street (12019)	10,381,230	7,364,620	3,016,610	2011/2012			3,016,610			Processing final invoice.
4.02	Customer Relationship Management (CRM) (12025)	100,000	36,393	63,607	2013					63,607	Customization and training phase.
4.03	N6 Shared Service Study (12027)	20,000	-	20,000	2014			20,000			Completion scheduled in 2015
4.04	HRIS/Payroll System (12028)	80,000	979	79,021	2014			79,021			Project ongoing, expected to go live 3rd quarter 2015
4.05	Sub Committee Internet Live Streaming (12029)	25,000		25,000	2014			25,000			Design complete. Installation anticipated in Q2 2015.
BUILDING & BY-LAW SERVICES											
4.06	Accessibility Committee (12002)	300,000	163,135	136,865	2013/2014					136,865	Projects identified in the Acessibility Plan are identified and ongoing
4.07	Customer Care Implementation Plan (12016)	353,100	228,418	124,682	2010/2012					124,682	Technology enhancements for Access Aurora, physical set up and wayfinding ongoing
LEGAL & LEGISLATIVE SERVICES											
4.08	Meeting Management Software (13008)	30,000	19,964	10,036	2013	10,036					Original project cancelled due to vendor issues. Project to be re-tendered in 2015.
4.09	Records and Information Management (14035)	500,000	227,351	272,649	2009/2012		272,649				Phase 3 - Completed. RFP EDRMS closed on March 5, 2015. Phase 4 - Funding not yet started.
CORPORATE & FINANCIAL SERVICES - Information Technology											
4.10	Mobile and Remote Worker Strategy (14046)	15,000		15,000	2012			15,000			Project ongoing. Study to be completed in conjunction with N6 partners. Expected by Q3/15
4.11	Computer & Related Infrastructure Evergreening (14047)	471,403	338,186	133,217	2014			133,217			Project ongoing. Evergreening of 2014 and 2015 equipment scheduled for Q2 and Q3 2015
4.12	Telephone System Upgrade (14048)	250,000	185,153	64,847	2012			64,847			Project ongoing. Funds to be leveraged for telephony equipment replacement at Town Hall and at new site.
4.13	Fibre Optic Infrastructure (14053)	160,000	143,437	16,563	2011/2012			16,563			Project 97% complete. Revisions to fibre build expected for connecting the JOC site. Project to remain open until Q4 2015 to pay for necessary changes.
4.14	Eclipse Project Portfolio Management (14058)	25,000		25,000	2012		25,000				Needs assessment further delayed due to other project priorities. Revisiting needs with a target for Q3 2015 implementation.
4.15	Wireless Hotspot (Wi-Fi) (14059)	51,866	43,951	7,915	2012					7,915	Project to remain open to accommodate wi-fi installation work at the JOC
4.16	Financial System Optimization (14060)	110,000	44,777	65,223	2013					65,223	Project ongoing - Funds required for vendor or consultant assistance as required through project.
4.17	IT Strategic Plan (14063)	80,000		80,000	2014			80,000			Study to be completed in conjunction with N6 partners. Anticipated by Q3 2015
INFRASTRUCTURE & ENVIRONMENTAL SERVICES **- Road Reconstruction**											
4.18	Bloomington, Yonge to Bayview Sidewalk/Bike Illumination (31056)	883,569	608,876	274,693	2010/2011			274,693			Project ongoing.
4.19	Design - Elderberry Trail, Springmaple Chase, Houdini Way (31079)	2,008,900	272,447	1,736,453	2013			1,736,453			To be tendered in 2015
4.20	Reconstruction - Tyler St. & George St.(31099)	1,822,300	1,463,941	358,359	2012			358,359			Project ongoing, final paving to be done in 2015
4.21	Reconstruction - Vandorf Sideroad Sections (31101)	2,359,798	229,214	2,130,584	2012		2,130,584				Project ongoing.
4.22	Reconstruction - Centre St. (Yonge to Walton Dr.) (31103)	82,900	62,361	20,539	2012			20,539			Design phase complete, construction in 2015.
4.23	Recon - Bluegrass, Steeplechase, Woodsend & Skyview (31096)	137,700	38,381	99,319	2014			99,319			Design phase complete, construction in 2015.
4.24	Recon - Industrial Pkwy W - Wellington St - Industry St, Industry St - Industrial Pkwy S - Mary St (31112)	89,700	82,187	7,513	2014			7,513			Design phase complete, construction in 2015.
4.25	Sidewalk on Golf Links (34608)	123,400	13,354	110,046	2014		110,046				Project to be tendered in 2015
4.26	S/W, Multi-Use Trail & Illumination - Leslie St from Wellington St to Don Hillock (34610)	10,000	1,074	8,926	2014		8,926				Design phase

TOWN OF AURORA
OPEN CAPITAL PROJECTS
REMAINING as of December 31, 2014

Report Item Ref	Project Description	Total Approved Funding	Expenditures to Dec. 31, 2014	Current Balance Surplus/ (Deficit)	Year of Approval / # of Projects	Project Status					Notes on Project Status
						Not Started	Design Phase	Financially Committed	Near Completion	Other	
4.27	S/W, Multi-Use Trail & Illumination - St John's Sdrd - Bayview Ave to Leslie St. (34635)	32,700	3,416	29,284	2014		29,284				Design phase
- Sanitary Sewer System Improvements											
4.28	Sanitary Sewer on Leslie St to Service 2C Lands (41006)	58,300	6,149	52,151	2014		52,151				Design phase
4.29	Child Dr Channel Improvements (42052)	44,900	16,568	28,332	2014		28,332				Design phase
4.30	Yonge St Culvert Rehab (42053)	56,100	49,315	6,785	2014		6,785				Design phase
- Water System Improvements											
4.31	Water Meter Replacement Program (43038)	583,896	404,685	179,211	2012			179,211			Ongoing project
4.32	Bulk Water Meter Installation (43044)	180,000		180,000	2014		180,000				Ongoing project
- Facilities											
4.33	Joint Operations Centre (34217)	18,130,074	5,281,040	12,849,034	2010/2012			12,849,034			Project ongoing.
- General											
4.34	Asset Management System (31047)	852,579	839,875	12,703	2009-2012			12,703			Project ongoing, completion expected 2nd quarter 2015
4.35	Salt Management Plan (31053)	100,000	89,671	10,329	2012			10,329			Project ongoing.
4.36	IES Closed Projects Contingency (31115)	50,000	-	50,000	2013					50,000	Project ongoing. See Schedule 3
4.37	Intersection Pedestrian Signals (34520)	110,195	90,000	20,195	2013				20,195		Project complete, in warranty period
4.38	Speed Message Board (34522)	16,000	9,548	6,452	2013			6,452			Project ongoing.
4.39	Street Light Improvements - Wellington St. (34707)	366,600	19,251	347,349	2013	347,349					Deferred pending LED lighting policy
4.40	Stormwater Management Master Plan (42049)	100,000	91,456	8,544	2011		8,544				Design phase
4.41	Backflow Prevention Program (43039)	50,000		50,000	2012					50,000	Ongoing project
4.42	Street Light Conversion to L.E.D. (34709)	-		-	2014						Commencing in 2015
4.43	Street Light Poles St John's (34710)	84,100	8,881	75,219	2014		75,219				Design phase
FLEET MANAGEMENT											
- Parks & Recreation - Equipment											
4.44	1 Tonne Dump Truck Replacement #251 (71069)	60,000		60,000	2014			60,000			
4.45	3/4 Tonne Pick-up (71089)	60,000		60,000	2014			60,000			
- IES - Equipment											
4.46	IES Paint Trailer #83 - Replacement (34178)	15,000	3,969	11,031	2013			11,031			
- Facilities & Property											
4.47	AFLC Arena Sound System (72097)	15,000		15,000	2011	15,000					Project ongoing
4.48	Library Supplementary HVAC (72128)	20,000	4,202	15,798	2013			15,798			Project ongoing
4.49	SARC Supplementary Cooling for Inverter Panels (72129)	30,000	14,531	15,469	2013			15,469			Project ongoing
4.50	SARC Plumbing Fixtures Retrofit (72134)	50,000	19,454	30,546	2013			30,546			Project ongoing
4.51	215 Industrial Pkwy. Exterior Works (72146)	145,000	6,666	138,334	2012			138,334			Project ongoing
4.52	Fire Hall 4-3 Roof Covering (72149)	108,000	7,410	100,590	2012			100,590			Project ongoing
4.53	Town Hall Access Control System Upgrade (72197)	20,000		20,000	2014	20,000					Project ongoing
4.54	ACC Lot Repave (72133)	75,000	11,703	63,297	2014		63,297				Design phase, construction to be done in 2015
PARKS & RECREATION											
4.55	Parks Maintenance Standards Study (73131)	40,000	2,032	37,968	2011					37,968	Project completed in house. Keep project open as studies are scheduled in the out years.
4.56	Parks/Trails Signage Strategy Study & Implementation (73134)	150,000	53,460	96,540	2011/2012			96,540			Project ongoing
4.57	PRS Closed Projects Contingency (73187)	50,000	-	50,000	2013					50,000	Project ongoing - See Schedule 3
4.58	AFLC Renovation (74004)	7,673,000	7,002,894	670,106	2011/2012				670,106		Project ongoing
4.59	Fitness Equipment Replacement (74007)	125,600	106,639	18,961	2012					18,961	Project ongoing
4.60	2C West Ecologoical Integrity Monitoring (73260)	212,400		212,400	2014			212,400			Project ongoing
4.61	Museum Curator (74009)	100,000	13,940	86,060	2014			86,060			Project ongoing.
- Parks											
4.62	Arboretum Development (73085)	455,000	404,846	50,154	2008-2013			50,154			Project ongoing
4.63	New Park Picnic Tables/Trash Receptacles (73094)	180,000	173,252	6,748	2009-2011			6,748			Project ongoing
4.64	Wildlife Park Development (73105)	254,969	235,085	19,884	2009			19,884			Project ongoing
4.65	Former Kwik Kopy Trail Connection (73107)	150,000	16,180	133,820	2009			133,820			Project ongoing
4.66	Parks Pathway System (73117)	285,000	179,391	105,609	2011/2012			105,609			project ongoing
4.67	Town Hall Landscaping Restoration (73137)	100,000		100,000	2012		100,000				Project to be tendered in April 2015
4.68	Park Shelter/Back Stop Replacements (73140)	125,000	1,119	123,881	2012				123,881		Project ongoing, completion anticipated in May 2015

TOWN OF AURORA
OPEN CAPITAL PROJECTS
REMAINING as of December 31, 2014

Report Item Ref	Project Description	Total Approved Funding	Expenditures to Dec. 31, 2014	Current Balance Surplus/ (Deficit)	Year of Approval / # of Projects	Project Status					Notes on Project Status
						Not Started	Design Phase	Financially Committed	Near Completion	Other	
4.69	Rotary Park Upgrade (73159)	15,893	12,440	3,453	2012					3,453	Project may include a third phase pending funding from Rotary Club in 2015.
4.70	Emerald Ash Borer Management Program (73160)	389,850	252,840	137,010	2013			137,010			Project ongoing
4.71	Multi Purpose Field - Stewart Burnett (73161)	1,500,000	45,329	1,454,671	2012			1,454,671			Project ongoing
4.72	Accessible Playground - Stewart Burnett (73164)	250,000		250,000	2012			250,000			Project ongoing
4.73	Pedestrian Underpasses (73177)	200,000	22,342	177,658	2012			177,658			Project ongoing
4.74	Cultural Master Plan (73185)	70,000	58,708	11,292	2013					11,292	Project ongoing. Money to be used to purchase cultural asset software
4.75	WAMS Mobile Devices (73186)	85,900		85,900	2013			85,900			Project ongoing
4.76	Lambert Wilson Park Path Lights (73151)	48,000	3,562	44,438	2014			44,438			Project ongoing
4.77	Purchase of Magna Lands (73170)		4,070	(4,070)	2014		(4,070)				Investigative costs to date
4.78	Fencing - Diamonds 1/2/3 (73197)	75,000	305	74,695	2014			74,695			Project ongoing, completion anticipated in May 2015.
4.79	Khamissa Parks Playground Replacement (73205)	85,000	82,460	2,540	2014				2,540		Project ongoing completion scheduled for June 2015
4.80	Natural Ice Rink Cells (73233)	54,000		54,000	2014		54,000				project ongoing
4.81	Queens Jubilee Park Access (73252)	176,337	16,714	159,623	2014		159,623				Deferred to 2015
4.82	Mavrinac Blvd Land Purchase (73259)	-	5,000	(5,000)	2014		(5,000)				Investigative costs to date
PLANNING & DEVELOPMENT SERVICES											
4.83	Town Hall 10 kW Photovoltaic System (12022)	60,000	46,060	13,940	2013				13,940		Project ongoing, completion scheduled for June 2015
4.84	Aurora Public Library 10 kW Photovoltaic System (12023)	60,000	52,234	7,766	2013				7,766		Project ongoing, completion scheduled for June 2015
4.85	Update of Zoning Bylaw (81004)	140,000	47,971	92,029	2011			92,029			Project ongoing
4.86	Community Improvement Plan (81015)	346,473		346,473	2014			346,473			Project ongoing
	Total	$55,341,731	$27,384,857	$27,956,874		$392,386	$3,295,370	$22,810,723	$838,428	$619,967	

TOWN OF AURORA
GENERAL COMMITTEE REPORT   **No. LLS15-028**

SUBJECT: *Pending List*

FROM: *Warren Mar, Director of Legal & Legislative Services/Town Solicitor*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. LLS15-028 be received for information.

PURPOSE OF THE REPORT

To keep Council apprised of pending issues originating from General Committee and Council meetings.

BACKGROUND

Attached is a list of motions and directions from Council. The list is intended for information purposes. The text in bold represents changes in status since the last distribution.

COMMENTS

None

LINK TO STRATEGIC PLAN

None

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None

May 5, 2015 — - 2 - — Report No. LLS15-028

FINANCIAL IMPLICATIONS

None

CONCLUSIONS

That Report No. LLS15-028 be received for information.

ATTACHMENTS

Attachment #1 – Pending List

PRE-SUBMISSION REVIEW

Executive Leadership Team – April 23, 2015

Prepared by: Patty Thoma, Council & Committee Coordinator/Deputy Clerk, ext. 4227

_____
Warren Mar
Director of Legal & Legislative
Services/Town Solicitor

_____
Neil Garbe
Chief Administrative Officer

Attachment 1

Revised: April 29, 2015

PENDING LIST

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
C1	2014-07-29	Motion (a) Councillor Buck Re: Aurora United Church	THAT the Mayor be directed to seek a meeting between Town and Church representatives to discover how the Town and the Aurora United Church might work together for renewal of the Church and municipal functions, for the benefit to both.	Mayor Dawe	**Ongoing**

BOLD = UPDATES C - Council   BBS – *Building & By-law Services   **CAO** – Chief Administrative Officer   **CFS** – Corporate & Financial Services   **IES** – Infrastructure & Environmental Services   **JCC** – Joint Council Committee/Central York Fire Services   **LLS** – Legal & Legislative Services   **PR** – Parks & Recreation Services   **PL** – Planning & Development Services*

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Revised: April 29, 2015

PENDING LIST

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
BBS1	2014-02-04	5. BBS14-005 – Proposed Sign Variance Evaluation Criteria and Process	THAT Council direct staff to continue with the Sign By-law project plan, including maintaining the status quo with Council being the approval body for sign variances and bring forward an amended Sign By-law to a future Council meeting.	BBS	Sign Review and Project Plan in progress, target for new bylaw before Council – Q3 2015.
BBS2	2014-12-16	(e) Councillor Mrakas Re: Amendment(s) to the Temporary Sign By-law	THAT this item be referred back to staff to consider in the context of the current Sign By-law Review and provide feedback to Council.	BBS	In progress – see BBS1.
BBS3	2015-01-20	1(3) BBS15-002 – Parking Regulations and Enforcement	THAT staff report back to Council on the feasibility of implementing an on-street parking permit system and an online just-in-time parking permit system in the Town of Aurora.	BBS	**See IES11.**
BBS4	2015-01-20	Motion (d) Councillor Mrakas Re: Sign By-law Enforcement	THAT staff be directed to report on options to ensure necessary staff to enforce the Temporary Sign By-law as it pertains to municipal election signs.	BBS	Future consideration.

**BOLD = UPDATES   C - *Council*   BBS – *Building & By-law Services*   CAO – *Chief Administrative Officer*   CFS – *Corporate & Financial Services*   IES – *Infrastructure & Environmental Services*   JCC – *Joint Council Committee/Central York Fire Services*   LLS – *Legal & Legislative Services*   PR – *Parks & Recreation Services*   PL – *Planning & Development Services*

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PENDING LIST

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
CAO1	2014-06-10	Motion (a) Councillor Buck Re: Staff Vacation Entitlement Policy	THAT the currently approved version of Policy No. 18 and staff report CFS12-002 be re-presented to Council for review and for clarification by staff.	CAO	**COMPLETED**
CAO2	2014-06-24	4. CAO14-012 – Town of Aurora Resident Survey	THAT staff report back on options for completing a Resident Survey internally.	~~CAO~~	**COMPLETED** **Council adopted Report CAO15-002 Results of Citizen Budget Survey – Feb.10/15.**
CAO3	2014-12-16	(a) Councillor Abel Re: Town Acquisition of Downtown Real Estate Properties	THAT Council direct staff to investigate a purchase price regarding the McIntyre property (Horton Place) on Yonge Street, in combination with the Spragg property to the north (Readman House), and report back to Council; and BE IT FURTHER RESOLVED THAT the vacant lot on Yonge street at Irwin Avenue, immediately south of the Horton Place and Readman House properties, be included in the investigation by staff; and BE IT FURTHER RESOLVED THAT staff be directed to include information about the liability and risks associated with any acquisition related to those properties in the report back to Council; and BE IT FURTHER RESOLVED THAT staff be authorized to engage the services of a real estate agent if required.	CAO	**COMPLETED** **Council received Report CAO15-003 – Feb.10/15 Closed Session.**
CAO4	2015-02-10	Motion (c) Councillor Thom Re: Town of Aurora's Official Town Flag	**BE IT FURTHER RESOLVED THAT staff be directed to report back on updates to the Town's brand standard guide on the appropriate use of the Town's official flag and corporate logo flag.**	CAO	**May 5 GC Agenda Item #10 - Report LLS15-032. Flags on order.**

BOLD = UPDATES *C - Council* *BBS – Building & By-law Services* *CAO – Chief Administrative Officer* *CFS – Corporate & Financial Services* *IES – Infrastructure & Environmental Services* *JCC – Joint Council Committee/Central York Fire Services* *LLS – Legal & Legislative Services* *PR – Parks & Recreation Services* *PL – Planning & Development Services*

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PENDING LIST

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
CAO5	2015-04-15	1(10) CAO15-005 – Town of Aurora Strategic Plan (2015) Update	THAT Report No. CAO15-005 be referred back to staff and staff be directed to come forward with a report card on the implementation of the Strategic Plan in its current form prior to consideration of any update.	CAO	May 5 GC Agenda Item #5 - Report CAO15-006
CAO6	2015-03-31	4. Memorandum from Mayor Dawe Re: Correspondence from MPP Ernie Hardeman, Oxford – Housing Services Corporation Accountability Act, 2015	THAT the memorandum regarding Correspondence from MPP Ernie Hardeman, Oxford – Housing Services Corporation Accountability Act, 2015 be received and referred to staff for further information.	CAO	
CAO7	2015-04-28	Motion (b) Councillor Thompson Re: Corporate Communications Policy	THAT the Town of Aurora's Corporate Communications Plan (2011) and the Corporate Communications Policy be placed on the next Agenda for review and direction from Council; and BE IT FURTHER RESOLVED THAT staff bring forward, for Council's approval, a revised Corporate Communications Plan and Corporate Communications Policy prior to the end of 2015.	CAO	May 5 GC Agenda Item #16 Memorandum
CAO8	2015-04-28	Motion (c) Councillor Abel Re: Town Resources for Events	THAT staff be directed to report back to Council on resources that the Town has available to organizers, for events such as the Run or Walk for Southlake, the Aurora Chamber of Commerce Home Show, or the Winter Blues Festival; and BE IT FURTHER RESOLVED THAT staff prepare an event package that contains information on available resources, potential locations, required permits, and any other information that may streamline the process in the organization and promotion of various types of events.	CAO	

BOLD = UPDATES **C** - *Council* **BBS** – *Building & By-law Services* **CAO** – *Chief Administrative Officer* **CFS** – *Corporate & Financial Services* **IES** – *Infrastructure & Environmental Services* **JCC** – *Joint Council Committee/Central York Fire Services* **LLS** – *Legal & Legislative Services* **PR** – *Parks & Recreation Services* **PL** – *Planning & Development Services*

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PENDING LIST

Revised: April 29, 2015

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
CFS1	2014-04-08	6. CFS14-017 – Development Charges By-law Approval	THAT staff undertake research and public consultation with respect to consideration of splitting and differentiating, and/or offering discounts on the non-residential development charge rates between types of intended land uses, and that such consultation include the Town's Economic Development Advisory Committee, the Aurora Chamber of Commerce, the local development community and any other interested party, and following such consultation prepare a report outlining options considered, feedback received, and a recommendation for Council consideration at a Public Meeting to be held pursuant to the Development Charges Act prior to September 30, 2014.	CFS	Electronic public consultation to take place in September/October, with report to a public meeting of Council in **Q2-2015.**
CFS2	2014-05-27	Motion (e) Councillor Abel Re: Vacant Commercial Lot Tax Rates	THAT Council direct staff to investigate alternatives and prepare a report with options for Council's consideration on how the Town of Aurora could tax vacant lots.	CFS	Report pending **Q2-2015.**
CFS3	2015-04-15	**Motion (b) Councillor Mrakas Re: Training and Development Budget**	**THAT staff provide a report, for Council consideration at the next Budget meeting, that includes the following information: for the year 2014, an itemized list of all conferences and/or training and/or development courses attended by all members of staff, the cost of each conference and/or training and/or development course attended.**	**CFS**	**May 4 Agenda - Memorandum**

Revised: April 29, 2015

PENDING LIST

REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
IES1	2012-11-27	1(7) IES12-059 – On-Street Parking Safety Concerns on Stone Road	THAT this Item be referred to staff.	IES	Pending Development of Community Traffic Planning Manual.
	2013-08-13	19. IES13-043 – On-Street Parking and Safety Concerns on Stone Road	THAT this Item be referred back to staff for a report on time restricted parking.		
IES2	2013-09-10	1(1) CLS13-006 – Accessibility Considerations in the Council Chambers	THAT staff, in conjunction with the Accessibility Advisory Committee, be directed to further explore the requirements to determine how to provide full accessibility to the Council Chambers.	IES/BBS	**COMPLETED** **Modifications made to existing chamber configuration to improve ease of accessibility**
IES3	2014-05-27	1(10) IES14-026 – Solid Waste By-law Update and Clear Bag Status	THAT the request for approval of a clear bag program be brought back to Council in January 2015 for a proposed launch of June 2015; and THAT staff immediately being a process of public education and engagement on the clear bag initiative as part of an overall waste diversion strategy using internal resources.	IES	**COMPLETED** **Council received Report IES15-014 – Mar. 10/15 and took no further action.**
IES4	2014-06-24	Memorandum from Chief Administrative Officer Re: Petch House Open Call to the Public	THAT Council direct staff to report back on the costs of accommodating the suggested uses of the Petch House, categorized by function and level of modification required.	IES	**Facility uses to be part of Facility-Use Study to be presented by PRS. Costs to be evaluated once use is established.**
IES5	2014-12-16	Motion (c) Councillor Abel Re: Speed Cushions on Roads Prone to Speeders	THAT staff be directed to report back to Council on providing for the installation of speed cushions at five (5) locations and to provide a one (1) year follow-up evaluation.	IES	**COMPLETED** **Council received Report IES15-027 – Apr.15/15 that included a work plan with report back to Council early 2017.**
IES6	2014-12-16	Motion (d) Councillor Abel Re: Strategy to Remove Excessive Road Signage	THAT staff be directed to formulate a strategy to combine signs on posts, and report back to Council with options to mitigate the number of signs posted, to give our neighbourhoods a cleaner look.	IES	**Staff report pending.**
IES7	2015-01-20	1(6) IES15-001 – Facility Projects Status Report	THAT staff report back to Council on the Contractor Extended Administration Costs at a later date to be approved by Council separately.	IES	**COMPLETED** **Staff will not be recommending any additional costs be approved**

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					for contractor administration claims.
IES8	2015-01-20	Motion (a) Councillor Mrakas Re: Pilot Project for Left Turn Restrictions at Intersection of Yonge	THAT the Regional Municipality of York be requested to provide Aurora Council with a presentation prior to the implementation of a pilot project for left turn restrictions to north and southbound Yonge Street at Wellington Street during AM/PM peak traffic periods for the purposes of addressing traffic congestion at said intersection following any such investigation.	IES	IES8 and IES9 to be consolidated with investigation of function of Yonge Street.
IES9	2015-01-20	Motion (b) Mayor Dawe Re: Street Parking Plan for the Downtown Core	THAT staff be directed to investigate the feasibility of implementing a street parking plan as per the attached conceptual plan and to report back to Council as soon as possible.	IES	Consolidate with IES8
IES10	2015-01-20	Motion (e) Councillor Mrakas Re: Widening of Industrial Parkway North and South	THAT staff report back to Council during the second meeting cycle in February 2015 as to the feasibility and estimated cost of widening Industrial Parkway North and South from two lanes to four lanes.	IES	**COMPLETED** Council adopted Memo Re: Widening of Industrial Parkway North and South – Feb.24/15
IES11	2015-01-20	1(3) BBS15-002 – Parking Regulations and Enforcement	THAT staff report back to Council on the feasibility of implementing an on-street parking permit system and an online just-in-time parking permit system in the Town of Aurora.	Moved from BBS to IES	A Town wide parking strategy will be developed as part of a comprehensive traffic impact review.
IES12	2015-02-24	Motion (e) Councillor Mrakas Re: Winter Maintenance Service	THAT staff be directed to report to Council, following the end of the 2014-2015 winter maintenance season, with recommendations on how to provide the residents of and businesses in Aurora with better winter service provisions especially as it speaks to snow removal.	IES	Report to Council Q2
IES13	2015-03-10	1(2) IES15-011 – Northern Six Waste Collection Contract, Tender Preparation Update	THAT staff report back with opportunities to harmonize all Waste Collection By-laws in the Northern Six Municipalities with the aim to improve efficiencies in the Contract Administration and customer service; and THAT staff report back to Council for direction with	IES	N6 Partners in process of retaining consultant to facilitate contract development process.

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			respect to opportunities for improvements in the service level(s) provided, range of services provided, opportunities for further waste diversion and cost efficiencies.		
IES14	2015-03-10	**Motion (a) Councillor Mrakas Re: Increased Traffic Volume on Industrial Parkway North**	THAT staff be directed to review traffic counts and investigate options to alleviate southbound traffic congestion on Industrial Parkway North from Scanlon Road to Wellington Street East; and BE IT FURTHER RESOLVED THAT staff be directed to bring back a report on the findings and recommended actions.	IES	<u>COMPLETED</u> This request will be included in the 2016 Capital Budget request for Consulting Services.
IES15	2015-04-14	**Memorandum from Director of IES Re: AFLC Outstanding Deficiency List**	THAT three (3) Members of Council, as appointed by the Mayor, be requested to establish an AFLC liaison committee that includes AFLC users and appropriate Town staff to review the AFLC Outstanding Deficiency List and report back to Council on the recommended priorities and communication plan.	IES/PR	Meeting with Committee held April 24, 2015 – Second meeting scheduled for May 7, 2015.

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LLS1	2013-06-18	14. Memorandum from the Director of Customer and Legislative Services/Town Clerk Re: Additional Information to Report CLS13-010 – Audio Recording of Closed Session Meetings	THAT report CLS13-010 be referred back to staff for a report to Council regarding further information from the Ontario Ombudsman.	LLS	**May 5 GC Agenda Item #11 - Report LLS15-025**
LLS2	2015-01-20	1(2) BBS15-001 – Accessibility 2014 Election Report	THAT staff report back to Council on the feasibility and cost of telephone and online voting for the 2018 Municipal Election.	Moved from BBS to LLS	
LLS3	2015-02-10	Motion (d) Councillor Thompson Re: Publication of Recorded Votes	THAT staff report to Council on potential ways in which the voting records of individual Council members may be compiled and made available to residents in a readily accessible annual report.		
LLS4	2015-02-24	Motion (b) Councillor Mrakas RE: Liquidated Damages	BE IT FURTHER RESOLVED THAT staff report back to Council on the effectiveness of a liquidated damages clause as well as other tools available to ensure contractors meet project timelines and completion dates.		

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PL1	2013-10-08	Motion (a) Councillor Ballard Re: Principles of Shared Space – Aurora Promenade Study Area	NOW THEREFORE BE IT HEREBY RESOLVED THAT staff be directed to investigate the principles of Shared Space and identify any areas where these concepts could be applied within the Promenade Study Area; and FURTHER that staff report to Council with examples of this concept, the principles applicable to Aurora, and recommendations on how this could be implemented within the Promenade Study Area.	PL	Report scheduled for 2015.
PL2	2014-01-14	8. PL14-002 – Proposed Bell Mobility Telecommunications Tower, 15320 Bayview Ave. Holdings. 650-676 Wellington Street East, File Number D11-(EX)04-13	THAT report PL14-002 be referred back to staff to investigate the feasibility of co-location of services on telecommunication towers.	PL	Awaiting response from Bell as to the possibility of co-location with an existing tower in the area.
PL3	2014-02-11	Motion (g) Mayor Dawe Re: Oak Ridges Moraine Conservation Plan and Greenbelt Plan	NOW THEREFORE BE IT HEREBY RESOLVED THAT staff commence a review of the Oak Ridges Moraine Conservation Plan and Greenbelt Plan for presentation to Council; and BE IT FURTHER RESOLVED THAT comments from the review are forwarded to the Regional Municipality of York to be consolidated and presented to the Province of Ontario on behalf of the Regional Municipality of York.	PL	
	2014-07-15	11. PL14-043 – Oak Ridges Moraine Conservation Plan & Greenbelt Plan Provincial Review (2015)	THAT Item 11 be referred back to staff to undertake a public consultation in the Town of Aurora, to be completed in conjunction with York Region, and report back to Council in early 2015.	PL	Report scheduled for 2015.
PL4	2014-05-27	2. PL14-040 – Interim Control By-law Medical Marihuana Production Facilities File No. D14-02-14	THAT Council direct staff to undertake a study regarding Medical Marihuana Production Facilities to determine the appropriate location and zoning for such a use.	PL	**COMPLETED** **Report PL15-024 adopted by Council Apr.8/15.**

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	2015-04-08	2. Interim Control & Proposed Zoning By-law Medical Marihuana Production Facilities (MMPFs) Study File No. ZBA-2014-02	THAT staff be directed to draft an implementing Zoning By-law amendment pertaining to Medical Marihuana Production Facilities (MMPFs) for review and discussion at an upcoming General Committee meeting.	PL	
PL5	2015-04-28	New Business	THAT staff report back through the Environmental Advisory Committee and Parks and Recreation Advisory Committee on the opportunity to develop community gardens.	PL/PR	

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PR1	2008-08-12	15. LS08-039 – Online Pond Removal and Channel Restoration	THAT staff and the working group present the proposed wildlife park to the Lake Simcoe Region Conservation Authority.	PR	Awaiting results of the Hydro geological studies scheduled to be received in 2015.
PR2	2012-12-18	New Business	THAT staff prepare a report regarding the Terms of Reference for the Parks and Recreation Advisory Committee. THAT staff report back on the issue of two or more non-profit sports groups within the Town of Aurora.	PR	Staff recommend postponing this discussion until a new committee is established following the 2014 election.
PR3	2013-05-14	New Business	THAT Mr. Downey bring forward a report with respect to waiving the fees for Aurora Minor Ball.	PR	<u>COMPLETED</u> Council adopted Report PR15-006 – Apr. 15/15
	2015-04-28	PR15-010 Aurora King Baseball Association Provision of Maintenance Service at Stewart Burnett Park Baseball Diamond	THAT Report No. PR15-010 be received; and THAT the maintenance service level for Stewart Burnett Park baseball diamond be enhanced as set out in attached Schedule "A" entitled S. B. Maintenance Services; and THAT the requirements of Schedule "A" entitled S. B. Maintenance Services be included in the facility maintenance agreement between the Aurora King Baseball Association (AKBA) and the Town authorized by Council on April 14, 2015; and THAT $7,000.00 be added to the 2015 Parks Operations Budget for the enhanced baseball diamond maintenance service level; and THAT the Town compensate the AKBA in an amount not to exceed $7,000.00 for the provision of said maintenance services; and THAT the AKBA provision of enhanced maintenance services at Stewart Burnett Park baseball diamond be identified as a one (1) year	PR	

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			pilot project; and		
			THAT staff report back on the pilot project after the conclusion of the 2015 baseball season.		
PR4	2013-11-26	1(1) PR13-034 – Future Uses of Library Square	THAT Council direct staff to prepare a report outlining the capital and operating implication of the two options: 1) Demolition of 52 and 56 Victoria Street and construct a multi-use community facility; and 2) Demolition of 52 and 56 Victoria Street and construct a parking lot and urban square; and THAT this information be provided in time for consideration in the 2014 Budget.	PR	<u>**COMPLETED**</u> **Approved 2015 Capital Budget**
PR5	2010-04-27	1(1) CAO10-006 – Anne Bartley Smith Lands	THAT the Chief Administrative Officer report back to Council with a draft custodial relationship agreement with the Ontario Heritage Trust related to the Anne Bartley Smith Lands when appropriate.	PR (transferred from CAO)	On February 12, 2013 Council directed staff, through the Trails and Active Transportation Committee, to explore opportunities with the Ontario Heritage Trust to fulfill the Trails Master Plan through the Anne Bartley Smith lands.
PR6	2014-02-11	New Business	THAT staff explore options for the purchase of 100 Bloomington Road and obtain an appraisal on the land and report back to Council.	PR/LLS	Staff were authorized to proceed as recommended by LLS14-021 – General Committee Closed Session report of June 3/14 and adopted by Council on June 10/14.

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PR7	2014-02-2	1(6) PR14-008 – Sports Dome	THAT Council authorize staff to explore the concept and carry out the appropriate due diligence for the transfer of ownership of the Sports Dome to the Town of Aurora and the operation of the Sports Dome to the Aurora Youth Soccer Club (AYSC); and THAT staff engage the services of a consultant to inspect and prepare a report on the condition of the Sports Dome; and THAT staff prepare terms and conditions for an agreement with the AYSC on the operation of the Sports Dome.	PR	In progress.
PR8	2014-07-29	11. PR14-035 – Urban Forest Study (UFORE)	THAT Council direct staff to report back to the incoming Council in 2015 with a further report detailing the implementation of each of the recommendations contained in the Urban Forestry Study (UFORE) Report including the associated financial implications; and THAT the final draft of the UFORE Study be posted on the Town of Aurora website for public review and comment and that any comments received be summarized and included in the report to Council.	PR	To 2015 Budget
PR9	2014-06-24	New Business	THAT Council direct staff to review public safety and access to the McLeod Wood Nature Reserve and report back to Council regarding the costs associated with erecting a fence on the Leslie Street side of the McLeod Nature Reserve and regarding the current maintenance of the property.	PR	Awaiting response from Planning on Re-zoning application. Cost to be included in 2015 Capital Budget.
PR10	2015-01-20	Motion (c) Mayor Dawe Re: Community Radio Station	THAT staff be directed to investigate the feasibility of this proposal and report back to Council as soon as possible.	PR	
PR11	**2015-02-10**	**Motion (a) Councillor Pirri Re: Renaming of Aurora's Portion of the Nokiidaa Trail in Honour of Tim Jones**	**THAT staff bring forward a report to Council regarding the renaming of Aurora's portion of the Nokiidaa Trail in honour of Tim Jones.**	**PR**	

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REF. #	MTG DATE yyyy-mm-dd	REPORT TITLE/SUBJECT	ACTION	ACTION DEPT	RESPONSE/STATUS
PR12	2015-02-24	Motion (d) Councillor Thompson Re: Development of a Sport Plan	THAT staff report to Council on the development of a Sport Plan for the Town of Aurora.	PR	
	2015-03-24	1(2) PR15-008 – Development of Sport Plan for Aurora	THAT the engagement of a consultant for the development of a Sports Plan for Aurora be combined with the Parks and Recreation Master Plan review and update.		
PR13	2015-03-10	Motion (b) Councillor Kim Re: Multicultural Festival	THAT staff be directed to investigate and report back to Council on the potential for Aurora to hold a multicultural festival similar to those of other York Region Municipalities with a timeline of an inaugural event to be held sometime in 2016.	PR	
PR14	2015-04-28	1 (13) Accessibility Advisory Committee Meeting Minutes of April 1, 2015	"THAT staff be directed to bring a report to Council regarding the need for an Inclusion Coordinator for aquatics and recreation services."	PR	
PR15	2015-04-28	New Business	THAT staff report back through the Environmental Advisory Committee and Parks and Recreation Advisory Committee on the opportunity to develop community gardens.	PL/PR	

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TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. LLS15-029

SUBJECT: *Notice Policy*

FROM: *Warren Mar, Director of Legal & Legislative Services/Town Solicitor*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. LLS15-029 be received; and

THAT staff bring forward By-law Number 5710-15, "BEING A BY-LAW to define the public notice policies and procedures for The Corporation of the Town of Aurora" to a future Council meeting for enactment; and

THAT "Administration Procedure No. 62 – Notice Provision Policy", as amended, be repealed on the day that By-law Number 5710-15 comes into force.

PURPOSE OF THE REPORT

The purpose of this report is to update the current policy and by-law relating to the provision of notice to the public by The Corporation of the Town of Aurora (the "Town").

BACKGROUND

Council previously requested that staff undertake a review and update all of its statutory corporate policies and procedures. The CAO has authority to approve certain administrative policy matters, while Council retains authority over the remainder of such policies, such as the policy relating to the provision of notice to the public.

Town staff are completing updated versions of policies within the approval authority of the Council and are gradually bringing such policies to Council for review and approval. Specifically, the policies that are being brought to Council concern the six areas that are mandated under the *Municipal Act, 2001*[1] as follows:

> *270. (1) A municipality shall adopt and maintain policies with respect to the following matters:*

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[1] S.O. 2001, c. 25, as amended (the "Municipal Act").

1. *Its sale and other disposition of land.*

2. *Its hiring of employees.*

3. *Its procurement of goods and services.*

4. *The circumstances in which the municipality shall provide notice to the public and, if notice is to be provided, the form, manner and times notice shall be given.*

5. *The manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public.*

6. *The delegation of its powers and duties.*

The first such policy, concerning Transparency and Accountability, was brought before Council under Report No. LLS15-013 and enacted in the form of a by-law (By-law Number 5690-15). The policy being brought before Council as part of this report concerns the manner in which the Town issues notice to the public. As described in Report No. LLS15-013, the aforementioned six policies, including the Public Notice Policy, will be brought forward in the form of a by-law.

COMMENTS

Section 270(1) of the Municipal Act requires the Town to have a policy in relation to how notice is provide to the public. The Town currently has in place a Notice Provision Policy, Administrative Procedure No. 62, and By-law Number 4405-03.D, which is a by-law to prescribe the Form, Manner and Time for the provision of notice. The review of this current policy and by-law revealed the need for an update and integration of the two documents to achieve consistency and to eliminate overlap.

The updated version of the notice policy, which is in the form of a by-law, is much more comprehensive than the current version. The purpose and principles of the policy have been expanded upon in order to provide more guidance in how the by-law should be applied. Also, the proposed by-law is much more comprehensive in setting its applicability and exemptions.

The specific notice requirements set out in the proposed by-law are presented in a table format in Schedule "A" to the by-law, which sets out the circumstances where notice is required. Furthermore, Schedule "A" identifies the required form, manner and time that is to be applied and also identifies the staff person that is responsible for ensuring compliance with such requirements. The updated table introduces a few new notice

requirements in comparison to the current policy, while a couple of previous redundant entries have been removed.

As stated above, the Town has specific notice obligations under the Municipal Act and other applicable legislation, and will continue to ensure compliance is achieved in that regard. There are a few areas in the Municipal Act where the notice requirement is not identified, but notice to the public is warranted. As such, several such provisions have been introduced to the proposed by-law.

Updated version of the policy is more comprehensive

The updated version of the policy expands on many of the areas addressed within the current policy and also contains some new provisions. The by-law is divided into two parts and contains the specific notice requirements in Schedule "A" to the by-law, as follows:

Part 1 – This is the substance of the by-law and its principles:

- Sec. 1 – Defines a number of terms in order to assist in the interpretation of the by-law.
- Sec. 2 – This provision outlines the overarching purpose, goals and objectives of the by-law and provides a more comprehensive guide to the approach to and interpretation of the proposed notice policies than our current provisions.
- Sec. 3 – This provision deals with application of the by-law. It sets out that the by-law does not apply to matters governed by the Town's Procedural By-law, Procurement By-law, the *Building Code Act, 1992*, the *Planning Act*, the *Municipal Elections Act* and the *Ontario Heritage Act*, as well as the purchase and sale of land. The aforementioned by-laws and legislation already contain procedures relating to notice and the application of the new Notice Policy to such matters could create confusion and conflicting requirements. The purchase and sale of land is addressed in a separate policy and a by-law dealing with disposition of land, which is currently being updated. This section also grants authority to the Chief Administrative Officer (CAO) to waive notice requirements of the by-law in certain extraordinary circumstances, such as in the case of emergency.
- Sec. 4 – This provision deals with general requirements for the provision of notice. It establishes the requirement to provide notice as required in Schedule "A", sets out the detail on the manner in which notice of public by-laws is to be made and also provides the CAO with some authority to issue notice where none is required or waived under the by-law.
- Sec. 5 – Establishes the circumstances in which Council may prescribe notice requirements in additional to any requirements of this by-law or legislation and also grants authority to the Clerk to require that supplemental methods of

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providing notice be implemented. Authority is also granted to the CAO to provide an alternative form of notice in a situation where the manner or form required under this by-law is not functional, such as a malfunction of the Town's website.

- Sec. 6 – This provision deals with some restrictions on the proposed by-law. In case of conflict with other provisions of the Town, the proposed by-law would supersede any policy documents, but other Town by-laws that contain notice requirements in relation to a specific matter would govern in case of conflict with what is in the proposed notice by-law. The section also clarifies that notice requirements under the proposed by-law would not apply if they would interfere with business of the Town that is closed to the public pursuant to the Municipal Act.

- Sec. 7 – General provision dealing with disclosure of information.

- Sec. 8 – This provision is a statement of the Town's commitment to accessibility considerations.

Part 2 – These provisions consist of a number of general matters relating to the administration of the by-law itself.

Schedule "A" – This schedule lists all the circumstances in which public notice is required and sets out all the notice requirements.

- The table contains some new provisions setting out requirements to provide public notice in relation to permanent highway closure or alteration. The party responsible for the provision of such notice is the Infrastructure & Environmental Services Department.

- As with previous Town policy, there is a requirement to provide notice where amendments are made to the advertising (sign) by-law, the licensing by-laws and fees and charges by-laws.

- A number of provisions that are set out in the current policy dealing with matters such as composition of council or changing the name of the municipality are present in the proposed by-law with more comprehensive detail on how to provide the notice.

- The table also deals with a number of tax and finance related circumstances, which is also part of the current policy. The notice in such circumstances is generally to be provided as required by the Municipal Act.

Schedule "B" – This schedule provides a list of newspapers which are considered to be in general circulation in Aurora. Certain provisions of the Municipal Act and other legislation require that the Town utilize such newspapers and such a list provides an easy reference and clarity as to what papers can be used. Additionally, the Clerk is given authority to deem any other paper to have general circulation in Aurora when required.

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Generally, the new version of the by-law provides several necessary updates to address notice requirements that are pertinent to the public, while removing several redundant matters that are addressed elsewhere. Also, the updated by-law replaces the need for advertising in the newspaper in some circumstances by utilizing the Town's website, which has been updated by staff recently. Although in the past advertising through the internet might not have been a popular option, given the advances in technology and the changing habits in society, internet advertising is likely more responsive to the needs of today's populace. Also, advertising on the Town's website, instead of a newspaper, eliminates the cost of having to purchase ad space in a newspaper.

LINK TO STRATEGIC PLAN

Strengthening the fabric of our community by ensuring that residents know how the Town's operations and decision making are being conducted by Council and Town staff.

FINANCIAL IMPLICATIONS

None.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. THAT Council direct staff to keep the current policy and by-law relating to the provision of notice to the public at this time.

2. Further options as Council may direct.

CONCLUSIONS

Town Staff has been directed to review and update a number of Town policies, including the policies relating to the provision of notice to the public, which is addressed in this report by introducing a new Public Notice By-law in place of the current policy and by-law. The proposed Public Notice By-law satisfies this request and also the requirements of the *Municipal Act, 2001*. In addition, the new version of the policy provides an updated and a much more comprehensive direction as to when and how notice to the public is to be provided Town staff.

Consequently, staff recommends that Council approve the proposed draft of the Public Notice By-law for enactment.

May 5, 2015   - 6 -   Report No. LLS15-029

ATTACHMENTS

Attachment 1: Proposed Public Notice By-law No. 5710-15
Attachment 2: Current Administrative Procedure No. 62 - Notice Provision Policy
Attachment 3: By-law Number 4405-03.D to prescribe the Form, Manner and Time for the Provision of Notice.

PRE-SUBMISSION REVIEW

Executive Leadership Team – April 9, 2015.

Prepared by: Slawomir Szlapczynski, Associate Solicitor – ext. 4745.

Warren Mar
Director of Legal & Legislative
Services/Town Solicitor
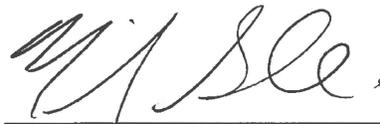
Neil Garbe
Chief Administrative Officer

<div style="border:1px solid black; display:inline-block; padding:4px;">Attachment 1</div>

THE CORPORATION OF THE TOWN OF AURORA

By-law Number 5710-15

BEING A BY-LAW to define the public notice policies and procedures for The Corporation of the Town of Aurora.

WHEREAS paragraph 4 of subsection 270(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended provides that a municipality shall adopt and maintain policies with respect to the circumstances in which the municipality shall provide notice to the public and, if notice is to be provided, the form, manner and times notice shall be given;

AND WHEREAS on February 11, 2003, Council of the Town passed By-law Number 4405-03.D, being a by-law to prescribed the form, manner, and time for the provision of notice to the public;

AND WHEREAS on March 25, 2008 the Town adopted a public notice provision policy, being Town Administration Procedure No. 62;

AND WHEREAS it is deemed necessary to adopt a policy by by-law with respect to the Town's public notice policies and procedures to replace By-law Number 4405-03.D and Administration Procedure No. 62;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF AURORA HEREBY ENACTS AS FOLLOWS:

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PART 1: DEFINITIONS, PURPOSES, APPLICATION AND AUTHORITY

1.   **DEFINITIONS OF THIS BY-LAW**

1.(1)   In this by-law, the following words have the following meanings:

(a)   **"AODA"** means the *Accessibility for Ontarians with Disabilities Act*, 2005, S.O. 2005, c. 11, as amended;

(b)   **"CAO"** means the person appointed as the Chief Administrative Officer of the Town pursuant to the Municipal Act, or his/her designate;

(c)   **"Clerk"** means the person appointed as the Town Clerk of the Town pursuant to the Municipal Act, or his/her deputy or designate;

(d)   **"Council"** means the Council of The Corporation of the Town of Aurora;

(e)   **"Department"** means an administrative unit of the Town as determined or designated the CAO;

(f)   **"Department Head"** means a Director, or his/her designate, of the Town who is responsible for a Department, and shall include the CAO with respect to his/her direct responsibilities for a Department;

(g)   **"Emergency"** means a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise, that constitutes a danger to life or property;

(h)   **"Municipal Act"** means the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended;

(i)   **"Newspaper"** means a document that:
   (i)   is printed in sheet form,
   (ii)   consists primarily of news of current events of general interest, and
   (iii)   is published at regular intervals normally of a week or less and has such circulation within the Town of Aurora as to provide reasonable notice;

(j)   **"Procedural By-law"** means Town By-law Number 5330-11 as amended, or a successor by-law thereof;

(k)   **"Town"** means The Corporation of the Town of Aurora;

(l)   **"Treasurer"** means the person appointed as the Treasurer of the Town pursuant to the Municipal Act, or his/her deputy or designate;

(m) **"Website"** means the Town's official website at www.aurora.ca, or at an alternate internet address as designated by the CAO from time to time.

1.(2) For the purposes of providing notice by the Town, the Newspapers set out in Schedule "B" shall be deemed to have general circulation in Aurora.

2. PURPOSES, GOALS, AND OBJECTIVES OF THIS BY-LAW

2.(1) The purpose of this by-law is to establish procedures for public notice and engagement that promote open and transparent governance of the town.

2.(2) The Town's commitment to public notice and engagement shall include the following guiding principles:

(a) valuing inclusiveness – ensuring public notice and engagement is based on building trust and relationships that seek to involve all members of the community;

(b) promoting open two-way communication – working with the community in a co-operative and collaborative way to share information and provide opportunities for open and constructive dialogue;

(c) providing timely communication – ensuring information is available in a timely manner;

(d) providing clear and accessible communication – ensuring the use of plain language, where appropriate, in a wide variety of formats and channels of communication;

(e) being fiscally sustainable – ensuring methods and resources for public notice and engagement reflect the magnitude and complexity of the initiative;

(f) being transparent and accountable – sharing information and having open public engagement processes, final decisions and outcomes;

(g) being environmentally sustainable – ensuring environmentally friendly public notice and engagement methods; and

(h) striving for continuous improvement – seeking better ways of engaging the community and providing efficient and effective public notice and engagement processes.

2.(3) In notifying the public, staff will consider the following factors:

(a) statutory requirements – legislation that specifies notification criteria;

(b)   financial considerations – budget availability/allocation will be a high priority consideration;

(c)   geographic area of impact – Town-wide or area-specific impacts;

(d)   community impact – Town-wide impact or impact limited to certain groups;

(e)   target audience – individuals who are directly or indirectly affected;

(f)   timeframe of notification – ensure sufficient lead time and recognize seasonal constraints;

(g)   nature of issue/initiative – may be high profile, controversial or routine in nature;

(h)   type of engagement – ranges from inform to empower;

(i)   form of notification – web and electronic means will be used as the primary form of notification, other forms of notification may be considered to reflect the scope of the initiative; and

(j)   health and public safety risk – providing notice as quickly and widely as possible to protect and inform residents.

3.   APPLICATION

3.(1)   The list of prescribed notice requirements set out in Schedule "A" attached to this by-law is not to be considered as all-inclusive. Public notice shall be provided when required by the Municipal Act or any other legislation or regulation, specific Town policies, by-laws or practices.

3.(2)   This by-law, with the exception of Section 1(2), does not apply to the provision of notice in relation to:

(a)   meetings of Council, the General Committee or any other Committee, as defined under the Procedural By-law, or any matter to which the Procedural By-law applies;

(b)   any matter to which the Procurement By-law applies;

(c)   the purchase or sale of land by the Town; and

(d)   any matter pursuant to the *Building Code Act, 1992*, S.O. 1992, c. 23, the *Municipal Elections Act, 1996*, S.O. 1996, c. 32, Sched., the *Ontario Heritage Act*, R.S.O. 1990, c. O.18, and the *Planning Act*, R.S.O. 1990, c. P.13, all as amended.

3.(3)   The notice requirements of this by-law may be waived when in the opinion of the CAO:

(a) a matter arises that is considered to be of an urgent or time-sensitive nature which could affect the health or well-being of the residents of the Town;

(b) a matter arises that is an Emergency; or

(c) a "state of emergency" is declared pursuant to the Town's Municipal Emergency Management Program and Emergency Response Plan.

4. **NOTICE REQUIREMENTS AND RESPONSIBILITIES**

4.(1) Notice shall be provided in situations and for matters identified in Schedule "A" and in the form, manner and time as prescribed therein.

4.(2) The person identified in Schedule "A" as being 'Responsible' in relation to notice requirements for a given situation or matter shall ensure that the notice requirements prescribed in Schedule "A" are satisfied in relation to applicable situations or matters.

4.(3) In all cases where notice is to be provided by any form of mail, courier or electronic mail, such notice may also be provided by personal service.

4.(4) If public notice of a by-law is required to be given pursuant to this by-law, the form of the public notice shall, at minimum, include:

(a) a description of the purpose and effect of the proposed by-law;

(b) the date, time and location of the intended by-law passage; and

(c) the name, e-mail address and telephone number of the person who can provide information related to the by-law.

4.(5) Where no notice requirements are specified in any Town by-law, legislation or regulation, and the CAO deems it prudent to provide notice of a certain matter, notice may be provided by posting sufficient detail relating to such matter on the Website prior to the final consideration or outcome of such matter.

4.(6) When the notice requirements are waived pursuant to Section 3(3), the CAO shall be responsible for making his/her best efforts to provide as much public notice on the matter as is reasonable under the circumstances.

5. **AUTHORITY**

5.(1) Notwithstanding the notice requirements prescribed in this by-law, Council may prescribe, at its discretion, additional methods of giving notice, as follows:

(a) where the giving of public notice is required by legislation, Council may provide additional notice requirements, provided that it adheres to any

legislative requirements, through the passage of a resolution at a meeting of Council, provided that the resolution dictates the required method of giving notice; or

(b)   where the giving of public notice is not required by legislation, Council may provide at any time by resolution that public notice be given on any subject matter, provided that the resolution dictates the required method of giving notice and provision of such notice would not conflict or frustrate any provincial or federal Act, a regulation made under any such Act or any instrument of a legislative nature.

5.(2)   The Clerk may prescribe additional methods of giving notice that shall be undertaken in order to provide reasonable notice to the public.

5.(3)   In the event that this by-law prescribes notice to be provided in a format or manner that is not functional or reasonably available, and cannot be rendered functional or available through reasonable means in order to provide notice in satisfaction of the time requirement, the notice of such matter may be provided in an alternate form and manner that is deemed by the CAO to provide as much public notice on the matter as is reasonable under the circumstances.

5.(4)   The CAO may make administrative changes to Schedules "A" and "B" regarding specific responsibilities and applicable Newspapers, as required.

6.   RESTRICTIONS AND CONFLICT

6.(1)   In case of conflict between any Town policy and this by-law relating to matters of public notice, the provisions contained in this by-law shall prevail. In case of conflict between this by-law and any other Town by-law, the provisions of the by-law that is more specific in addressing the matter in conflict shall prevail.

6.(2)   No notice shall be required under this by-law where the provision of such notice would interfere with the ability of Council to conduct business with respect to a matter that is closed to the public pursuant to the Municipal Act.

6.(3)   Notwithstanding the provisions of this by-law, the provisions of notice by the Town shall comply with any provincial or federal Act, or a regulation made under any such Act, and any instrument of a legislative nature.

7.   ACCESS TO INFORMATION

7.(1)   The disclosure of information in relation to the provision of public notice or in any notice by the Town shall be made in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 and the *Personal Health Information Protection Act*, *2004*, S.O. 2004, c. 3, Sched. A, all as amended.

8.   ACCESSIBILITY CONSIDERATIONS

8.(1) The Town is committed to giving people with disabilities the same opportunity to access and participate in the decision-making processes of the Town and allowing them to benefit from the same services and public participation opportunities as other constituents, pursuant to the provisions of the AODA. Where reasonable and in keeping with the guiding principles of this by-law, the Town will strive to ensure that public notice is provided in a manner that is accessible to people with disabilities.

PART 2: GENERAL ITEMS

9.   BY-LAW REVIEW

9.(1) This by-law shall be monitored and evaluated for effectiveness continuously by the CAO and shall be comprehensively reviewed upon specific request by the Council.

10.   SEVERABILITY

10.(1) If any provision of this by-law or the application thereof to any person or circumstance is held to be invalid by a court of competent jurisdiction, the invalidity does not affect other provisions or applications of this by-law which can be given effect without the invalid provision or application, and to this end the provisions of this by-law are severable.

11.   REPEAL AND TRANSITION

11.(1) By-law Number 4405-03.D, as amended, is hereby repealed on the day of this by-law coming into full force and effect.

12.   SHORT TITLE

12.(1) This by-law may be referred to as the "Public Notice By-law".

13.   IN FORCE

13.(1) This by-law shall come into full force and effect on the date of final passage hereof.

READ A FIRST AND SECOND TIME THIS 26TH DAY OF MAY, 2015.

READ A THIRD TIME AND FINALLY PASSED THIS 26TH DAY OF MAY, 2015.

_____
GEOFFREY DAWE, MAYOR

_____
STEPHEN M.A. HUYCKE, TOWN CLERK

SCHEDULE "A" – NOTICE REQUIREMENTS

SUBJECT OF NOTICE AND/OR MUNICIPAL ACT PROVISION	FORM, MANNER AND TIME OF NOTICE	RESPONSIBILITY
Permanent Highway Closure – Section 34 of Municipal Act Before passing a by-law to permanently close a highway, the Town shall give public notice of its intention to pass the by-law.	Informational sign to be posted on the side of the highway that is to be closed and that is visible to all traffic using the highway. Notice to be provided at least 14 days prior to the consideration of by-law.	Department Head of Infrastructure & Environmental Services
Permanent Highway Alteration Before passing a by-law for permanently altering a highway, if the alteration is likely to deprive any person of the sole means of motor vehicle access to and from the person's land over any highway, the Town shall give public notice of its intention to pass the by-law.	Written notice to be delivered personally or by courier to property owners directly affected by the alteration. Also, an informational sign to be posted on the side of a highway at or near the area(s) affected by such by-law and to be visible by all traffic using the highway. Notice to be provided at least 14 days prior to consideration of the by-law.	Department Head of Infrastructure & Environmental Services
Permanent Closing of Private Road If a municipality requires the owner of any land to permanently close up any private road, entrance, gate or other structure that is constructed or is being used as a means of access to a controlled access highway or other highway in contravention of a by-law, it shall give notice.	Written notice to be delivered personally or by courier to property owners directly affected by the closing. Also, an informational sign to be posted on the side of the highway that is to be closed and that is visible to all traffic using the highway. Notice to be provided at least 14 days prior to consideration of the by-law.	Department Head of Infrastructure & Environmental Services
Naming or Changing Name of Private Road – Section 48 of Municipal Act A local municipality may name or change the name of a private road after giving public notice of its intention to pass the by-law.	<u>Naming a Private Road</u> Written notice posted on the Website. Notice to be provided prior to consideration of by-law. --- <u>Changing the Name of a Private Road</u> Written notice to be delivered personally or by courier to the to property owners directly affected by the change. Notice to be provided at least 14 days prior to consideration of by-law.	Department Head of Planning & Development Services

SCHEDULE "A" – NOTICE REQUIREMENTS

SUBJECT OF NOTICE AND/OR MUNICIPAL ACT PROVISION	FORM, MANNER AND TIME OF NOTICE	RESPONSIBILITY
Sign By-law – Section 99 of the Municipal Act Before passing a by-law regulating advertising devices, including signs, or amending an existing by-law, the Town shall give public notice of its intention to pass the by-law.	Written notice posted on the Website. Notice to be provided at least 14 days prior to consideration of by-law.	Department Head of Building & By-law Services
Licencing of Businesses – Part IV of Municipal Act Before passing of by-law regulating a system of licences, or amending an existing by-law, the Town shall give public notice of its intention to pass the by-law.	Written notice posted on the Website. Notice to be provided at least 14 days prior to consideration of by-law.	Department Head of Building & By-law Services
Notice of Temporary Disruptions – Section 5 of O. Reg. 429/07 Notice of temporary disruption to be provided as required by Town Administration Policy No. 63, as amended or successor thereof.	As required by Town Policy.	Department Head of Building & By-law Services
Restructuring of Municipality – Section 173 of Municipal Act Before the Council votes on whether to support or oppose a restructuring proposal, the Town shall give public notice of public meeting.	Written notice posted on the Website and in a Newspaper. Notice to be provided at least 14 days prior to public meeting. Also, written notice to be mailed to persons prescribed by the Minister as per the Municipal Act.	Clerk
Changing the Name of Municipality – Section 187 of the Municipal Act Public notice to be provided.	Notification of Public Meeting Written notice posted on the Website and in a Newspaper. Notice to be provided at least 14 days prior to public meeting. Notification of Passing of By-law to Change Name To be provided as required by the Municipal Act.	Clerk

By-law Number 5710-15   *Page 2 of Appendix "A"*

SCHEDULE "A" – NOTICE REQUIREMENTS

SUBJECT OF NOTICE AND/OR MUNICIPAL ACT PROVISION	FORM, MANNER AND TIME OF NOTICE	RESPONSIBILITY
Business Improvement Areas – Sections 204 to 210 of the Municipal Act A municipality may designate an area as an improvement area and may establish a board of management.	Written notice of a proposed by-law to establish or restructure a business improvement area to be sent at least 60 days prior to passage of the by-law as required by the Municipal Act.	Clerk
Business Improvement Areas - Repeal of By-law – Section 211 of the Municipal Act Council shall give notice of a proposed by-law to repeal a by-law establishing a business improvement area.	Written notice of a proposed by-law to repeal a by-law establishing a business improvement area to be sent by mail or courier as required by the Municipal Act.	Clerk
Composition of Council – Section 217 of the Municipal Act A municipality may change the composition of its Council.	Written notice posted on the Website and in a Newspaper. Notice to be provided at least 14 days prior to consideration of by-law to change composition.	Clerk
Creation or Re-division or Dissolving of Electoral Wards – Section 222 of the Municipal Act A municipality may divide or re-divide the municipality into wards or dissolve existing wards.	Before the Passing of the By-law Written notice posted on the Website and in a Newspaper. Notice to be provided at least 14 days prior to public meeting. After the Passing of the By-law Written notice posted on the Website and in a Newspaper as required by the Municipal Act.	Clerk
Adoption of Policies - Section 270 of the Municipal Act A municipality shall adopt and maintain policies required under Section 270.	Written notice posted Website upon adoption of policy.	Clerk
Local Improvement Charges By-law - O. Reg. 586/06 Before passing a by-law to undertake a work as a local improvement, the Town shall give notice of its intention to pass the by-law.	As required by O. Reg. 586/06.	Clerk

By-law Number 5710-15   *Page 3 of Appendix "A"*

SCHEDULE "A" – NOTICE REQUIREMENTS

SUBJECT OF NOTICE AND/OR MUNICIPAL ACT PROVISION	FORM, MANNER AND TIME OF NOTICE	RESPONSIBILITY
Publication of Financial Statements – Section 295 of the Municipal Act Financial statements to be published by the Town as required by the Municipal Act.	As required by the Municipal Act.	Treasurer
Sale of Seized Property – Section 351 of the Municipal Act Subject to certain conditions, personal property may be seized and sold to recover taxes and costs of the seizure.	Written notice posted on the Website. Notice to be provided at least 14 days prior to public auction.	Treasurer
Tax Increase due to Erroneous Undercharge – Section 359 of the Municipal Act Upon receipt of an application by the Treasurer, the Town may increase the taxes levied when the taxes were undercharged due to a gross or manifest error.	As required by the Municipal Act.	Treasurer
Cancellation, Reduction or Refund of Taxes – Section 365 of the Municipal Act	As required by the Municipal Act.	Treasurer
Cancellation of Taxes, Rehabilitation and Development Period – Section 365.1 of the Municipal Act	As required by the Municipal Act.	Treasurer
Tax reduction for heritage property – Section 365.2 of the Municipal Act	As required by the Municipal Act.	Treasurer
Fees and Charges – Section 391 of the Municipal Act The Town has authority to impose fees and charges, which are established through the Town's Fees and Charges By-law and amended from time to time through by-laws.	Written notice of intention to pass by-law to be posted on the Website. Notice to be provided at least 14 days prior to consideration of by-law.	Treasurer

SCHEDULE "A" – NOTICE REQUIREMENTS

SUBJECT OF NOTICE AND/OR MUNICIPAL ACT PROVISION	FORM, MANNER AND TIME OF NOTICE	RESPONSIBILITY
Allocation or Expenditure of the Principal from the Hydro Investment Reserve Funds Notice to be provided as required by Town By-law Numbers 5439-12 or 5440-12, as applicable, as amended or successor by-law thereof	As required by Town By-law(s).	Treasurer

By-law Number 5710-15   *Page 5 of Appendix "A"*

SCHEDULE "B" – NEWSPAPERS WITH GENERAL CIRCULATION IN TOWN

The following papers shall be deemed to have general circulation in Aurora:

    (a)   The Auroran;

    (b)   The Aurora Banner; and

    (c)   any other Newspaper(s) designated by the Clerk from time to time.

Attachment 2

TOWN OF AURORA
ADMINISTRATION PROCEDURE NO. 62

Subject: Notice Provision Policy   Effective: March 25, 2008

Authority: Municipal Act 270(1)   Revised:

_____

Purpose:

The purpose of this policy is to establish standards for the giving of reasonable notice.

Policy Statement/Guidelines:

The Municipal Act, 2001, as amended by Bill 130, section 270(1) requires that the municipality adopt and maintain a policy with respect to "the circumstances in which the municipality shall provide notice to the public and if notice is to be provided, the form, manner and time notice shall be given".

The requirement to give reasonable notice to the public shall be deemed to be fulfilled upon completion of actions dictated by this policy. The manner and form of notice dictated by this policy shall be deemed minimum requirements. Additional methods of giving notice may be undertaken at the discretion of Council or the Director of Corporate Services/Town Clerk.

Notwithstanding the notice requirements dictated by this Policy, where the giving of notice to the public is required by legislation, Council may provide additional notice or amend such notice requirements through the passage of a resolution at a meeting of General Committee or Council, provided that the resolution dictates an alternate method of giving notice. Where the giving of notice to the public is not required by legislation, Council may provide, at any time by resolution, that a notice be given on any subject matter.

Form of Notice:

Unless otherwise prescribed in the Act or its regulations, where notice of intention to pass a by-law or notice of a public meeting is required to be given, the form of the notice shall include the following:

(1)   A description of the proposed action, or the purpose and effect of the proposed by-law;
(2)   The date, time and location of the meeting;
(3)   The name of the person who will receive written comments on the issue that is the subject of the meeting and the deadline for receiving such comments;
(4)   The name and telephone number of the person who can provide information related to the subject of the meeting.

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Emergency Provision:

If a matter arises which in the opinion of the Mayor is:

1. considered to be of an urgent or time sensitive nature which could affect the health or well-being of the residents of the Town, or
2. deemed to be an emergency, or
3. if a State of Emergency is declared, or
4. if so advised by a Provincial Ministry

An emergency shall be defined as:

"A situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property."

The notice requirements of this by-law shall be waived and the Director of Corporate Services/Town Clerk shall make best efforts to provide as much notice as is reasonable under the circumstances.

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The Following Shall Be Established as the Notice Classifications For Notices Required by the Municipal Act or Town Policies/By-laws or practices.

APPLICABLE PROVISION	SUBJECT MATTER	NOTICE REQUIREMENTS
Section 48	Change name of a road	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Section 110	Notice of tax exemption by-law	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**
Section 173	Restructuring of the municipality	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Section 206	Establishment of a Business Improvement Area (BIA)	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**
Section 219	Change of composition of Council	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Section 222	Electoral wards – creation or re-division	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Section 295	Financial statements publication	Requires a notice to be published in the newspaper which is distributed to the public with a **minimum of one (1) week or less notice period.**
Section 343	Notice of tax bill	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**

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Section 348	Notice of late taxes	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**
Section 351	Seizure of property	Notice to an individual an agency or a number of people. This notice would be sent by mail or courier. & Requires a notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice.**
Section 357	Cancellation, reduction or refund of taxes	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**
Section 358	Overcharges of taxes by a gross or manifest error	Requires a notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice period.**
Section 374	Notice of registration of tax arrears certificate	Notice to an individual an agency or a number of people. **This notice would be sent by mail or courier.**
Section 379	Public sale of land for tax arrears	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Section 447	Closing premises – public nuisance	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Administrative Procedure #55 & By-law 4255-01-A	Sale or other disposition of Town land	Requires a notice to be published in the newspaper which is distributed to the public or a notice to be mailed or distributed to the public for a period **more than two (2) weeks.**
Procedural By-law 4835-06.C	Regular Meetings of Council, General Committee or Council Public Planning	Requires a notice to be published in the newspaper which is distributed to the public with a **minimum of one (1) week.**

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Procedural By-law 4835-06.C	Special Meetings of Council or General Committee	Minimum notice of 48 hours to Members of Council and 24 hours to the media unless otherwise determined by Council.
Council resolution	Hydro Investment funds use	A notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice period.**

Non Mandatory Notice Requirements

	Procedure By-law amendments	A notice to be published in the newspaper which is distributed to the public with a **minimum of one (1) week or less notice period.**
	Fees By-law amendments	A notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice period.**
	Licensing By-laws amendments	A notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice period.**
	Sign by-law amendments	A notice to be published in the newspaper which is distributed to the public with a **minimum of two (2) weeks notice period.**
	Budget Adoption	A notice to be published in the newspaper which is distributed to the public with a **minimum of one (1) week or less notice period.**

THE CORPORATION OF THE TOWN OF AURORA

By-law Number 4405-03.D

BEING A BY-LAW to Prescribe the Form, Manner and Time for the Provision of Notice

WHEREAS the Municipal Act, 2001, S.O. 2001, c. 25, s. 251 provides that where a municipality is required to give notice under a provision of the Act, the municipality shall give the notice in a form and in a manner and at the times that the Council considers adequate to give reasonable notice under the provision;

AND WHEREAS it is deemed advisable to set out the minimum notice requirements for those actions for which the notice requirements are not specifically prescribed for under the provisions of the Municipal Act or any other act;

NOW THEREFORE the Council of the Corporation of the Town of Aurora enacts as follows:

1. Definitions

In this by-law:

"Act" means the *Municipal Act, 2001, S.O. 2001, c. 25*
"C.A.O." means the Chief Administrative Officer of the Town of Aurora
"Mayor" means the Mayor of the Town of Aurora
"Newspaper" means a printed publication in a sheet form intended for general circulation, published regularly at intervals of not longer than a week consisting in great part of news of current events of general interest
"Notice" means a written, published or printed notification
"Public Meeting" means any meeting of Council or General Committee that is open to the public
"Published" means published in a daily or weekly newspaper that, in the opinion of the Town Clerk has such circulation within the Town as to provide reasonable notice to those affected thereby and "publication" has a corresponding meaning
"Town" means the Corporation of the Town of Aurora
"Town Clerk" means the Clerk of the Town of Aurora
"Town Website" means the Town of Aurora website at www.town.aurora.on.ca

2. Manner of Notice

Where notice of intention to pass a by-law or notice of a public meeting is required to be given, the Town Clerk shall cause such notice to be published in a newspaper and on the Town's website

3. Time of Notice

Where notice of intention to pass a by-law or notice of a public meeting is required to be given, such notice shall be provided in the time frame prescribed in the Act or its regulations and if not so prescribed notice shall be given once and at least fourteen (14) days prior to the proposed action being taken.

4.   Form of Notice

Unless otherwise prescribed in the Act or its regulations, where notice of intention to pass a by-law or notice of a public meeting is required to be given, the form of the notice shall include the following:

(1)   A description of the proposed action, or the purpose and effect of the proposed by-law
(2)   The date, time and location of the meeting
(3)   The name and address of the person who will receive written comments on the issue that is the subject of the meeting and the deadline for receiving such comments
(4)   The name and telephone number of the person who can provide information related to the subject of the meeting.

5.   General

Where specific by-laws have been enacted in accordance with provisions contained in the Act, the notice provisions set out in such by-laws shall prevail.

No notice shall be required under this by-law where the provision of notice will interfere with the ability of Council to conduct business with respect to a matter permitted for a closed meeting under Section 239 of the Act.

Nothing in this by-law shall prevent the Town Clerk, in addition to the requirements of this by-law, from using more comprehensive methods of notice or providing for a longer notice period.

6.   Emergency Provision

If a matter arises which in the opinion of the Chief Administrative Officer in consultation with the Mayor is:

(1) considered to be of an urgent or time sensitive nature which could affect the health or well-being of the residents of the Town, or
(2) deemed to be an emergency, or
(3) if a State of Emergency is declared, or
(4) if so advised by a Provincial Ministry

the notice requirements of this by-law shall be waived and the Town Clerk shall make best efforts to provide as much notice as is reasonable under the circumstances.

7.   Effective Date

This by-law shall come into full force and effect on February 12, 2003.

READ A FIRST SECOND AND THIRD TIME THIS 11TH DAY OF FEBRUARY 2003.
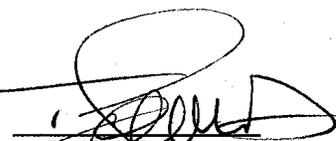
_____
T. JONES, MAYOR

_____
B. PANIZZA, TOWN CLERK

TOWN OF AURORA
AURORA   **GENERAL COMMITTEE REPORT**   **No. LLS15-032**

SUBJECT: *Flag Protocol and Flag Raising Policy*

FROM: *Warren Mar, Director of Legal & Legislative Services/Town Solicitor*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. LLS15-032 be received; and

THAT the "Flag Protocol and Flag Raising Policy" attached to Report No. LLS15-032 be approved; and

THAT Town of Aurora "Administration Procedure No. 59 – Flag Raising Policy" be repealed and replaced with the "Flag Protocol and Flag Raising Policy" attached to Report No. LLS15-032; and

THAT the description and guidelines for the Official Town Flag as set out in Report No. LLS15-032 be approved.

PURPOSE OF THE REPORT

To recommend the adoption of a new Flag Protocol and Flag Raising Policy ("2015 Flag Policy") and the endorsement of the description and guidelines for the Official Town Flag (1988).

BACKGROUND

Council previously adopted Administration Procedure No. 59 – Flag Raising Policy with an effective date of May 21, 2002 ("2002 Flag Policy"). The 2002 Flag Policy established protocols for flying flags at Town facilities and delegated authority to the Mayor to approve flag raisings and the flying of flags at half-mast during official periods of mourning.

On February 10, 2015, Town Council passed the following motion pertaining to flags at municipal facilities and on municipal flag poles.

> "*NOW THEREFORE BE IT HEREBY RESOLVED THAT Council direct that the official flag of the Town of Aurora, adopted by Council in May of 1988, be flown*

and displayed on all appropriate municipal flag poles, at municipal arenas and municipal buildings, in the Council Chamber, and anywhere else where the Town may fly/display a Town flag; and

BE IT FURTHER RESOLVED THAT staff be directed to report back on updates to the Town's brand standard guide on the appropriate use of the Town's official flag and corporate logo flag."

This report addresses the Council motion, together with recommending an update to the 2002 Flag Policy.

COMMENTS

2015 Flag Policy

The 2002 Flag Policy established general rules for the regular flying of flags at Aurora Town Hall and other Town facilities as well as basic guidelines for flag raising ceremonies and lowering flags to half-mast. Based on the practice of other municipalities, the Mayor is agreeable and recommends that flag protocol, approval of flag raising ceremonies, and the determination of periods of official mourning be transferred to the Town Clerk. To ensure that the Clerk can consistently and fairly implement the Town's flag policy, it is recommended that Council approve the new 2015 Flag Policy.

The proposed 2015 Flag Policy is based on best practices as set out in both federal and provincial guidelines, as well as the Town's past practice. The policy includes the following key elements:

1. Establishes policy principles (section 3) to aid the Clerk in interpreting the policy, with specific reference to well-established norms for flag protocol;

2. Codifies the Town's current flag protocol (section 5), requiring the Town to normally fly the Canadian Flag, Ontario Flag and the Official Town Flag (1988);

3. Establishes the criteria and circumstances that will be used to approve Community Flag Raisings (sections 7 and 8) which align with the 2002 Flag Policy flag raising criteria; and

4. Establishes the rules for flying flags at half-mast (section 9) that are in keeping with the Town's current practice.

In addition to these, the policy establishes a framework for the Clerk to work with the Town of Newmarket and Central York Fire Services ("CYFS") to ensure that, wherever possible, CYFS facilities in Aurora are observing the Town's protocols for flying flags at half-mast.

Official Town Flag (1988) Guidelines

As required by Council's February 10, 2015 motion, the Town will be flying the Official Town Flag, adopted by Council in 1988, at all Town facilities. This requirement is reflected in the definition of "Official Town Flag" in section 4 of the draft 2015 Flag Policy.

On January 11, 2005, The Town of Aurora adopted a new logo and tagline as part of a Town branding initiative. As part of this initiative, Corporate Identity Standards were developed, which include recommendations for flags bearing the Town logo. In keeping with Council's February 10, 2015 motion, it is recommended that the Town's Logo Flag be flown at Town facilities only if space permits (i.e., where there is a four (4) flag pole display). This recommendation is reflected in section 5.8 of the draft 2015 Flag Policy.

In order to ensure consistency, and due to a lack of records confirming the graphic standards for the Official Town Flag adopted in 1988, it is recommended that Council confirm the description, graphic guidelines (see Attachment 3), and use of flag and banners guidelines for the Official Town Flag as follows:

1. *Official Town Flag Description:*

   The Official Town Flag features the blue and white St. Andrew's cross emblazoned with a modified version of the Town Crest.

   The Flag features the words "Aurora Ontario, Canada".

2. *Official Town Flag Graphic Guidelines:*

   The Official Town Flag was originally printed by Flags Unlimited, and should be printed to the following specifications (see Attachment 3):

   Dimensions: 72" wide X 36" high
   (or 2:1 ratio consistent with accompanying flags)

   Colours: Pantone Solid Coated Colours: PMS 012, 349, 301,
   Canada Red, Black and White

   Fabric: Duraknit-80

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3. _Use of Flags and Banners:_

> The Official Town Flag is designed and approved as a flag only and should not be altered from the graphic guidelines listed above. For street banners or similar applications, the corporate logo should be used, in keeping with the Town's Corporate Identity Standards.

If Council chooses, the Clerk may be delegated the authority to add these Official Town Flag Guidelines to the 2015 Flag Policy as an attachment.

LINK TO STRATEGIC PLAN

None.

ALTERNATIVE TO THE RECOMMENDATIONS

1. Council could choose to maintain the current Administration Procedure No. 59 – Flag Raising Policy and simply receive this report.
2. Council could, in addition to adopting the proposed 2015 Flag Policy, delegate the authority to the Clerk to include the Official Town Flag Guidelines referred to in Report No. LLS15-032 as an appendix to the Policy.

FINANCIAL IMPLICATIONS

None regarding the adoption of the 2015 Flag Policy.

CONCLUSIONS

The Mayor's Office is agreeable and has requested that delegated authority pertaining to flag protocol and flag raisings be transferred to the Town Clerk. It is recommended that a new Flag Protocol and Flag Raising Policy be adopted to ensure that the Clerk can consistently apply best practices in exercising any authority so delegated. Additionally, further to the decision of Town Council on February 10, 2015, priority will be given to flying the Official Town Flag, approved in 1988, at municipal facilities and on other municipally-owned flag poles. It is recommended that Council approve the guidelines for the Official Town Flag referred to in this report.

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ATTACHMENTS

Attachment 1 – 2015 Flag Protocol and Flag Raising Policy
Attachment 2 – 2002 Flag Raising Policy
Attachment 3 – Official Town Flag Graphic Standards

PRE-SUBMISSION REVIEW

Executive Leadership Team – April 23, 2015

Prepared by: Stephen M.A. Huycke, Town Clerk, ext. 4771

_____

Warren Mar
Director of Legal & Legislative
Services/Town Solicitor

_____

Neil Garbe
Chief Administrative Officer

TOWN OF AURORA
Legal & Legislative Services Department

Corporate Policies, Programs and Procedures
Flag Protocol & Flag Raising Policy

Title of Policy:	Flag Protocol & Flag Raising Policy	Affects:	All Employees, Elected Officials and members of the public, and all Town Facilities
Section:	Legislative Services	Replaces:	Policy No. 59 – Flag Raising Policy
Original Policy Date:	May 21, 2002	Revision Date:	May XX, 2015
Effective Date:	Upon approval	Next Review Date:	As required
Prepared By:	Legal & Legislative Services	Approval Authority:	Council

1. PURPOSE

1.1. This policy establishes a framework to govern the regular protocol for flying flags at all Town facilities, and the criteria for the approval of the raising of International or Civic Flags or Community Flags.

2. APPLICATION

2.1. This Policy applies to the flying of flags outside of all Town Facilities.

2.2. Additionally, section 9 of this Policy applies to any flag display regularly maintained by the Town Staff on other lands that are not within the meaning of Town Facilities (e.g. the flag displays located within the medians of Wellington Street).

3. GENERAL PRINCIPLES OF THE POLICY

3.1. The following general principles will apply in respect to all aspects of this Policy, and be used when interpreting the Policy:

(a) The Town will fly flags having regards to well established protocol for the flying of flags, including but not limited to:

   i. the rules and protocols established by the Government of Canada for the National Flag of Canada; and

   ii. the rules and protocols established by the Government of Ontario for the Ontario Provincial Flag.

(b) The Town will only fly International or Civic Flags of organizations that are approved or recognized by federal, provincial or municipal governments of Canada;

(c) The Town will not fly flags at any Town Facility representing groups or organizations whose principles, purposes, or activities are contrary to the laws of Canada, the laws of the Province of Ontario, or contrary to the principles of the Town; and

(d) Flags at Town Facilities will be flown at half-mast to mark periods of official mourning or commemorate solemn occasions important to the residents of the Town.

4. DEFINITIONS

4.1. In this Policy, the following words have the following meanings:

(a) "**Clerk**" means the Clerk appointed by the Council pursuant to requirements of section 228 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, or his/her designate.

Town of Aurora – Corporate Policies, Programs and Procedures
Flag Protocol & Flag Raising Policy   **Page 2 of 5**

(b)   "**Council**" means the Aurora Town Council.

(c)   "**Community Flag**" means the flag adopted by any non-governmental organization. For greater certainty Community Flag does not include a flag that in the opinion of the Clerk is an International or Civic Flag.

(d)   "**CYFS**" the Central York Fire Services, and "**CYFS Facilities**" means any building owned or leased by the CYFS within Aurora.

(e)   "**Flying a Flag at Half-mast**" means the action of flying all flags, forming a single display of flags, at a position that is equal distance from the top and bottom of a flagpole, to mark periods of mourning or to commemorate solemn occasions.

(f)   "**International or Civic Flag**" means any official flag of: 1) a sovereign state other than Canada, including official territorial divisions established by a particular sovereign state (e.g. states, provinces, municipalities, etc.); or, 2) or any recognized international governmental/treaty organizations (e.g. United Nations, NATO, etc.).

(g)   "**Logo Flag**" means a flag displaying a logo and/or brand of the Town but does not include the Official Town Flag.

(h)   "**National Flag of Canada**" means the flag approved by the Parliament of Canada as a national symbol of Canada.

(i)   "**Official Canadian Flags**" means a flag recognized by a competent Canadian federal or provincial government authority (e.g., the Sovereigns Personal Standard, The Governor General's standard, etc.), but does not include the National Flag of Canada.

(j)   "**Official Town Flag**" means the flag adopted by Council as a symbol of the municipality, and any flag that is granted to the Town or approved by the Canadian Heraldic Authority, but does not include a Logo Flag.

(k)   "**Ontario Provincial Flag**" means the flag approved by the Legislative Assembly of Ontario as a provincial symbol of Ontario.

(l)   "**Procedural By-law**" means By-law Number 5330-11, as amended, or its successor by-law, that is enacted by Council in accordance with the requirements of subsection 238(2) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended.

(m)   "**Town**" means The Corporation of the Town of Aurora.

(n)   "**Town Facilities**" means any building owned or leased by the Town for the purpose of providing municipal services.

5.   CUSTOMARY FLAG PROTOCOL

5.1.   The Town will fly the National Flag of Canada, the Ontario Provincial Flag and the Official Town Flag at all Town Facilities, in a configuration described in sections 5.3 to 5.6 of this Policy.

5.2.   Notwithstanding section 5.1 of the Policy, the Town may fly a flag associated with an award or recognition of significance received by the Town in place of the Official Town Flag.

5.3.   Only one flag may be flown on a single flagpole at the same time.

Three (3) Flag Pole Display

5.4.   Where a Town Facility has a three (3) flag pole display, the National Flag of Canada, the Ontario Provincial Flag and the Official Town Flag will be flown. The National Flag of Canada will be flown on the centre flagpole which is the customary position of honour. To an observer facing the display, the Provincial Flag of Ontario will fly to the left of the National Flag of Canada, and the

Town of Aurora – Corporate Policies, Programs and Procedures
Flag Protocol & Flag Raising Policy   **Page 3 of 5**

Official Town Flag will be flown to its right. Other flags will not be flown on these flagpoles, except in the circumstances noted in sections 5.2, 6, and 7 of this Policy.

Two (2) Flag Pole Display

5.5.   Where a Town Facility has a two (2) flag pole display, the National Flag of Canada and the Official Town Flag will be flown. As the customary position of honour, the left flagpole to an observer facing the display will be used to fly the National Flag of Canada. Other flags will not be flown on these flagpoles, except in the circumstances noted in sections 5.2, 6, and 7 of this Policy.

One (1) Flag Pole Display

5.6.   The National Flag of Canada will be flown at a Town Facility with only one (1) flagpole. Other flags will not be flown on these flagpoles, except in the circumstances noted in sections 6 and 7 of this Policy.

Aurora Cenotaph

5.7.   Notwithstanding the provisions of sections 5.1 to 5.6 of this Policy, the flag(s) flown at the Aurora Cenotaph will follow the protocol established by the Royal Canadian Legion.

Logo Flag

5.8.   Where a Town Facility has a four (4) flag pole display, the National Flag of Canada, the Ontario Provincial Flag, the Official Town Flag, and the Logo Flag will be flown. To an observer facing the display the National Flag of Canada will be flown on the left flagpole, the Provincial Flag of Ontario will fly to the immediate right of the National Flag of Canada, the Official Town Flag will flown to the immediate right of the Provincial Flag of Ontario, and the Logo Flag will be flown to the immediate right of the Official Town Flag. Other flags will not be flown on these flagpoles, except in the circumstances noted in sections 5.2, 6, and 7 of this Policy.

6.   OFFICIAL CANADIAN FLAGS AND INTERNATIONAL FLAG RAISINGS

6.1   The Town may fly Official Canadian Flags or International or Civic Flags as part of an official visit by a dignitary or delegation.

6.2   When flying Official Canadian Flags or International or Civic Flags, the Clerk will coordinate the proper display of the flag or symbol in consultation with the proper protocol authorities.

7.   COMMUNITY FLAG RAISINGS

7.1   A request to fly a Community Flag at a Town Facility will be submitted to the Clerk in writing at least four (4) weeks prior to the date on which the flag is to be flown.

7.2   The Clerk is delegated the authority to approve and deny any request to fly a Community Flag at a Town Facility. When considering the request, the Clerk will have regards to the General Principles and Community Flag Raising Criteria sections of this Policy and past practice of the Town.

7.3   Where a proclamation has been issued by the Mayor in accordance with the Procedural By-law, a request to raise a flag associated with that proclamation will be deemed to meet any criteria set-out in this policy.

7.4   The Clerk may refer any request to fly a Community Flag at a Town Facility for Council's consideration when deemed appropriate by the Clerk.

8.   COMMUNITY FLAG RAISING CRITERIA

8.1   The Town will only fly a Community Flag at a Town facility that is the flag of a non-profit or charitable organization or group, provided that the purpose, principles and works of that

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Flag Protocol & Flag Raising Policy

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organization or group are not contrary to the principles and policies of the Town, and are generally important to Canada, Ontario or the Town.

8.2   The Community Flag of a partisan or religious organization or group, as determined by the Clerk, will not be flown at a Town Facility.

9.   FLYING A FLAG AT HALF-MAST

Official Mourning

9.1   Flags at all Town facilities, as well as flag displays regularly maintained by the Town Staff on other lands that are not within the meaning of Town Facilities, will be flown at half-mast to mark periods of official mourning upon the death of:

(a)   the Sovereign;

(b)   a Member of the Canadian Royal Family;

(c)   the Governor General of Canada, or a former Governor General;

(d)   the Prime Minister of Canada, or a former Prime Minister of Canada;

(e)   the Leader of Her Majesty's Loyal Opposition, Parliament of Canada;

(f)   the Lieutenant Governor of Ontario;

(g)   the Premier of Ontario, or a former Premier of Ontario;

(h)   the Leader of Her Majesty's Loyal Opposition, Legislative Assembly of Ontario

(i)   a local Member of Parliament, or a local Member of the Legislative Assembly of Ontario;

(j)   the Regional Chair or a former Regional Chair;

(k)   the Mayor or a former Mayor;

(l)   a Member of Council or a former Member of Council;

(m)   a current employee of the Town;

(n)   a current member of Central York Fire Services;

(o)   a York Region Police Officer who dies in the line of duty; or

(p)   a resident of the Town, who is a member of the Canadian Armed Forces, killed while deployed on operations or while on active duty.

Duration of Official Mourning

9.2   In the case of a national or provincial official referred to in subsections 9.1(a) to 9.1(i) of the Policy, flags will be flown at half-mast for the duration established by the appropriate federal or provincial protocol offices.

9.3   In the case of an official referred to in subsections 9.1(j), 9.1(n), 9.1(o) and 9.1(p), flags will be flown at half-mast for the same duration as established by the organization named in each of those sections.

9.4   In the case of a Town official or employee referred to in subsections 9.1(k) to 9.1(m), flags will be flown at half-mast from the date the notice of death is received until sunset on the date of the funeral for that individual. Flags will normally be flown at half-mast for no more than five (5) days except in exceptional circumstances at the discretion of the Clerk.

Annual Commemoration of Solemn Occasions

9.5   Flags will be flown at half-mast, at all Town facilities, to commemorate the following solemn occasions on the appropriate days:

a)   Day of Mourning for Persons Killed or Injured in the Workplace (April 28)

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Flag Protocol & Flag Raising Policy   Page 5 of 5

b)   Remembrance Day (November 11); and

c)   National Day of Remembrance and Action on Violence Against Women (December 6).

Other Solemn Occasions

9.6   The flying of flags at half-mast in commemoration of other periods of official mourning and solemn occasions may be approved by the Clerk having regards to the General Principles of this Policy.

CYFS Facilities

9.7   Recognizing that the CYFS is an entity of the Town of Newmarket, the Clerk is delegated the authority to establish protocols between the Town and the CYFS to facilitate the flying of flags at half-mast at CYFS Facilities during periods of official mourning or the commemoration of other solemn occasions referred to in section 9.1 to 9.6 of this Policy.

10.   RESPONSIBILITY

10.1 Council will be responsible for:

a)   approving and amending this Policy; and

b)   deciding on any matter referred by the Clerk to Council.

10.2 The Clerk will be responsible for:

a)   exercising any authority delegated to the Clerk by this Policy;

b)   administering the operation of this Policy;

c)   interpreting this Policy; and

d)   creating any procedure that the Clerk deems necessary and expedient to implement this Policy.

Attachment 2

<u>No. 59</u>

TOWN OF AURORA   Page 1 of 1
ADMINISTRATION PROCEDURE NO.

Subject: **Flag Raising Policy**   Effective: **May 21, 2002**

Authority: **Council**   Revised:
_____

That the policy governing the raising of flags at the Aurora Town Hall and other Town facilities, be adopted as follows:

a)   Flags which are currently flown at the Town Hall and all of its associated facilities, on a continual basis, namely the Canadian, Provincial and Town Flag, continue to be flown;

b)   Raising of flags shall be limited to those flags of national or civic origin representing formally recognized delegations visiting the Town of Aurora and shall be flown for an allotment of time limited to the duration of the respective visitation;

c)   The raising of a national flag shall occur only in those instances where the appropriate flag of civic origin representing formally recognized delegations visiting the Town of Aurora is not available or where the nature of a formally recognized delegation visiting the Town of Aurora would so warrant;

d)   Raising of the flags indicated hereto, will by no means be deemed an indication nor an expression of political support for a particular nation or ethnic group by the Town of Aurora. Flags will only be flown in recognition of dignitaries visiting the Town of Aurora in an official representative capacity;

e)   Flags of non-profit, non partisan, charitable organizations shall be flown at the Town Hall only, upon submission of a written request and as part of a civic proclamation;

f)   Flag raising for official municipal events will take precedent over any requests from requests submitted by non-profit, non-partisan, charitable organizations.

g)   Flags shall be flown at half staff in recognition of the death of a recognized head of state, a special dignitary, Town official or other special event as directed by the Office of the Mayor. Locations will include the Town Hall, and other Town facilities. The flags will be maintained at half staff from the day of the event to the end of the day of the funeral or ceremonial function;

h)   That the flag flown at the Cenotaph follow the protocol established by the Royal Canadian Legion;

i)   The Mayor's Office shall be delegated authority to approve and monitor flag raising in future in accordance with Council policy.

Attachment 3

Town of Aurora
Guidelines for Town Flags

Introduction:

On Tuesday, February 10, 2015, Aurora Town Council passed the following motion pertaining to flags at municipal facilities and on municipal flag poles.

> NOW THEREFORE BE IT HEREBY RESOLVED THAT Council direct that the official flag of the Town of Aurora, adopted by Council in May of 1988, be flown and displayed on all appropriate municipal flag poles, at municipal arenas and municipal buildings, in the Council Chamber, and anywhere else where the Town may fly/display a Town flag

On January 11, 2005, The Town of Aurora adopted a new logo and tagline as part of a Town branding initiative. As part of this initiative, Corporate Identity Standards were developed, which include recommendations for flags bearing the Town logo.

Guidelines for Town Flag:

At municipal facilities and on other municipally-owned flag poles, the Town flag (1988) shall be flown. The Town of Aurora's "logo flag" (2005) may also be flown, if space permits.

Flag Description:

The Town flag features the blue and white St. Andrew's cross emblazoned with a modified version of the Town Crest.

The flag features the words "Aurora Ontario, Canada"

Graphic Guidelines:

The Town flag was originally printed by Flags Unlimited, and should be printed to the following specifications:

Dimensions: 72" wide X 36" high

Colours: Pantone Solid Coated Colours: PMS 012, 349, 301, Canada Red, Black and White

Fabric: Duraknit-80

Flag Layout and Colour Guidelines

72"

36"

AURORA
ONTARIO, CANADA

= 349   = 012   = 301

= Black   = White   = Canada Red
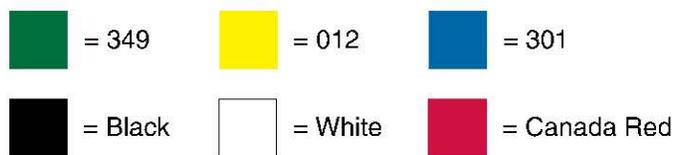
Flag Specs.   Fabric: Duraknit-80   Header: Left - AttGromHd (2)
Colour Specs.   Background: 301 & White
Lettering: White

TOWN OF AURORA
GENERAL COMMITTEE REPORT

No. LLS15-025

SUBJECT: *Audio Recording of Closed Session Meetings – Additional Information*

FROM: *Warren Mar, Director of Legal & Legislative Services/Town Solicitor*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. LLS15-025 be received for information.

PURPOSE OF THE REPORT

To provide Council with additional information in respect to the Ontario Ombudsman's ("Ombudsman") recommendation that municipalities audio or video record closed session meetings.

BACKGROUND

On May 21, 2013 Report No. CLS13-010 "Audio Recording of Closed Session Meetings" was presented to General Committee (Attachment 1). Consideration of Report No. CLS13-010 was deferred to the General Committee meeting of June 18, 2013. Report No. CLS13-010 was considered by General Committee on June 18, 2013. On June 25, 2013, Council passed the following motion:

> "*THAT report CLS13-010 be referred back to staff for a report to Council regarding further information from the Ontario Ombudsman.*"

The Ombudsman has published an "*Open Meeting Law Enforcement Team (OMLET) Annual Reports"* for each of the years 2011-2012, 2012-2013 and 2013-2014. In each of these reports he has recommended municipalities' audio or video record closed session meetings to assist him in conducting any closed meeting investigations.

COMMENTS

Staff have reviewed each of the OMLET reports to better understand the Ombudsman's recommendation that municipalities' audio or video record closed session meetings. The Ombudsman's rationale is set out in detail in his "*2011-2012 Open Meeting Law Enforcement Team (OMLET) Annual Report*" as follows:

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"Municipalities could also embrace technology to streamline the entire closed meeting investigative process – by simply making audio or video recordings of closed meetings. The Municipal Act states that councils, committees and local boards "shall record" the proceedings. Traditionally, this has been done through written minutes. Over the past four years, I have found municipal record-keeping to be one of the biggest impediments to quick and thorough investigations. There is no consistency in recordkeeping practices across the province – it varies from good to bad to non-existent, depending on the city, town or village. Some Ontario municipalities do audio or video record their open meetings, and/or have them broadcast publicly. This approach helps to ensure that there is a clear, comprehensive and accessible meeting record. However, when meetings are closed, all too often we have only scant and cryptic minutes to work with. In many municipalities, the clerk is left scribbling random notes. In some, no official closed meeting minutes are even retained. This means OMLET investigators are regularly forced to subject councillors to extensive interviews, and then to piece together their often conflicting, incomplete and uncertain recollections of what went on behind closed doors. It is time-consuming, and often needlessly so. Audio or video recording of council meetings should be routine – not just the open sessions, but the closed ones too. This would assist immeasurably in ensuring officials do not stray from the legal requirements once they retreat behind closed doors, and would provide a clear, accessible record for investigators to review. Many investigations would take no longer than the time needed to review the recording – and a great deal fewer interviews would be required.

This is far from a novel idea. Several U.S. municipalities require audio or video recording of closed meetings, and other jurisdictions have chosen to do it to enhance the accountability and transparency of their proceedings. For example, in Illinois, all public bodies must make recordings of all meetings; in Iowa, closed sessions must be audio-recorded; and in Nevada, public bodies must record audio of open and closed meetings or use a court stenographer to transcribe the proceedings.

Such a practice is in the interest of all of Ontario's municipalities. It would demonstrate they are confident they are following the rules, and would inspire community trust in the transparency and accountability of local government. It would also save time and resources for all of us. I encourage all municipalities to begin audio or video recording closed meetings. I will continue to monitor municipal record-keeping practices

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closely, and if they do not improve, I will consider recommending that the Ontario government make legislative changes to require it."

The Ombudsman's reasoning appears to resolve around four (4) themes, namely:

1.   municipalities are not complying with the record keeping requirements of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended (the "*Municipal Act*");
2.   the streamlining of closed meeting investigations;
3.   adopting United States legislated practices; and
4.   ensuring that municipalities are following the closed meeting rules of the *Municipal Act*.

None of these propositions apply to the Town of Aurora as explained below in more detail.

Complying with the *Municipal Act*

Subsection 239(7) of the *Municipal Act* requires a municipality to "*…<u>record without note or comment all resolutions, decisions and other proceedings</u> at a meeting of the body, <u>whether it is closed to the public or not</u>.*"   In his 2011-2012 OMLET report, the Ombudsman states that "*over the past four years, I have found municipal record-keeping to be one of the biggest impediments to quick and thorough investigations. There is no consistency in recordkeeping practices across the province – it varies from good to bad to non-existent…*" Aurora already maintains a closed meeting process with proper meeting records that is as transparent as possible.   The Town Clerk properly records all recommendations and other proceedings of every closed session meeting, including keeping detailed notes during the closed session meeting.   Additionally, Council agendas include a closed session meeting report that publicly discloses, with as much detail as possible, all closed meeting resolutions, decisions and other proceedings.

Streamlining Closed Meeting Investigations

The Ombudsman has suggested that the audio or video recording of closed meetings would streamline his closed meeting investigations, and reduce the need of investigators to interview closed meeting participants.   As already noted, the Town maintains very good closed meeting records that would certainly aid any closed meeting investigation that may be requested.   It should be noted that the Ombudsman is not the closed meeting investigator for the Town.   In 2007, Council passed By-law Number 4982.07.L "*Being a By-law to appoint an investigator who has the function to investigate closes session. (Local Authority Service Limited (LAS))*".   It should also be noted that the Town has received no requests for a closed meeting investigation over the past few years, which staff believe is the result of the Town's open and transparent closed meeting procedures.

May 5, 2015   - 4 -   Report No. LLS15-025

United States Legislative Requirements

The Ombudsman has noted that several U.S. states legislatively require public bodies to keep verbatim audio or video records of all closed meetings. No such legislative mandate exists in Ontario. If the Government of Ontario had intended to impose such a requirement on municipalities, it could have included such provisions in the recently enacted "*Bill 8, Public Sector and MPP Accountability and Transparency Act, 2014*" (royal assent received on December 11, 2014). Bill 8 addresses many of the Ombudsman's concerns with municipal government oversight, as well as enacts amendments to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended ("*MFIPPA*") which requires municipalities to take steps to maintain municipal records. In its wisdom, however, the Ontario Legislative Assembly has not included a requirement that municipality's audio or video record closed meetings, despite calls for such a change from the Ombudsman.

There are also practical and legal considerations for not audio and video recording closed session meetings as outlined previously in Report No. CLS13-010, in the absence of provincial legislation.

Ensuring that Municipalities are Following the Closed Meeting Rules of the *Municipal Act*

As noted in Report No. CL13-010, and reiterated above, the Town's Procedural By-law and practices already have a very an open and transparent process for closed session meetings that is consistently followed and adheres to more than the basic requirements of section 239 of the *Municipal Act*. The Town Clerk and other relevant staff constantly review the Town's closed meeting practices to ensure ongoing compliance, and regularity provide advice to members of Council on their obligations to comply with the open meeting rules of the *Municipal Act*. It should also be noted that staff have observed that members of Council are adhering to the rules both in open and closed session.

MFIPPA **& Technology Considerations**

In addition to the above noted comments, it is important to reiterate and clarify the risks and administrative challenges associated with audio or video recording closed session meetings. *MFIPPA* applies to all records in the custody of control of the Town. Audio or video recordings of closed session meetings would be subject to MFIPPA and are "FOI-able". Under *MFIPPA*, every person has a right to access a record or part of a record in the custody or control of the Town unless one of the exemptions to disclosure applies. Portions of any audio or video recording of a closed session meeting would most likely fall under the underlined discretionary exemption in *MFIPPA* at clause 6(1)(b), which states:

"*A head may refuse to disclose a record,*

(b) that reveals the substance of deliberations of a meeting of a council,

board, commission or other body or a committee of one of them if a statute authorizes holding that meeting in the absence of the public."

This discretionary exemption would not apply to all of an audio or video recording of a closed session meeting. The exemption applies only to the substance of deliberations, which the Information and Privacy Commission ("IPC") has narrowly defined as generally meaning "*more than just the subject of the meeting*" and referring to "*discussions conducted with a view towards making a decision.*"[1] At least a portion of any audio and video recording of a closed meeting would not be exempt from disclosure (e.g. roll calls, procedural matters such as approval of past minutes, the recording of the chair identifying the mover and seconder of a motion, etc.). Additionally, past IPC decisions suggest that the discretionary exemption may not apply to all closed session reports (e.g. a report that is to be provided for information purposes only) unless the substance of deliberations can be inferred from the report. While staff are not aware of any IPC orders applying to audio recordings, it is conceivable that the limitations on the exemption might also apply to the audio or video recording of a staff member summarizing his or her closed session report, unless members of Council deliberated on that summary.

The fact that an audio or video recording of a closed meeting would not entirely be exempt from disclosure creates administrative and technological issues for the Town. Subsection 4(2) of MFIPPA requires, on receipt of an FOI access request, the disclosure of "*…as much of the record as can reasonably be severed without disclosing the information that falls under one of the exemptions.*" Staff would need to have in place the technical ability, as well as the time necessary to redact (or remove) portions of an audio or video recording that reveal substance of deliberations, leaving intact non-deliberative portions of a recording. While Council has approved a capital project to install web streaming technology in a Committee room to facilitate the streaming of advisory committee meetings, it is not clear that any such technology would have the capability to record a closed session meetings in a secure offline manner that is also capable of restricting access to the recording.

LINK TO STRATEGIC PLAN

None.

ALTERNATIVE TO THE RECOMMENDATIONS

Council may direct staff to investigate whether the Town's current audio and video recording/streaming equipment, including the equipment to be installed in a committee room, is capable of secure recording closed session Council and General Committee

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[1] IPC Order MO-3148.

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meetings and restricting access to any such recording.

FINANCIAL IMPLICATIONS

None.

PREVIOUS REPORTS

1. Report No. CLS13-010 - Audio Recording of Closed Session Meetings dated May 21, 2013.

CONCLUSIONS

Council has requested additional information about the Ombudsman's recommendation that municipality's audio or video record closed session meetings. The conditions that may apply in other municipalities investigated by the Ombudsman do not exist in Aurora, which already has in place closed meeting procedures that are as open and transparent as possible.

ATTACHMENTS

Attachment 1 – Report CLS13-010 dated May 21, 2013

PRE-SUBMISSION REVIEW

Executive Leadership Team – March 12, 2015

Prepared by: Stephen M.A. Huycke, Town Clerk, ext. 4771

Warren Mar
Director of Legal & Legislative
Services/Town Solicitor

Neil Garbe
Chief Administrative Officer

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. CLS13-010

SUBJECT: *Audio Recording of Closed Session Meetings*

FROM: *John D. Leach, Director of Customer and Legislative Services/Town Clerk*

DATE: *May 21, 2013*

RECOMMENDATION

THAT report CLS13-010 be received; and

THAT closed session Council and General Committee meetings not be audio recorded.

PURPOSE OF THE REPORT

To provide Council with a report as directed by the following resolution:

WHEREAS the Closed Session meetings and attendant proceedings of Council are subject to investigation at any time should a member of the public feel it is warranted; and

WHEREAS the accuracy of the records and/or documentation kept in regards to the Closed Session meetings and proceedings of Council is therefore vital; and

WHEREAS currently only minutes are taken and there is no verbatim—written or audio-recorded—record of the Closed Session proceedings of Council; and

WHEREAS the Ontario Ombudsman has called for all closed-door meetings to be recorded to enhance transparency and assist in the investigation of any Closed Session complaints by the public.

NOW THEREFORE BE IT RESOLVED THAT Council revisit this issue which was brought forward in the last term by former Councillor Collins-Mrakas and that staff be directed to report back on the recommendation to have all future Closed Session meetings of Council audio-recorded and what protocols should be put into place for the access, retention and destruction of these records.

BACKGROUND

As noted in the above resolution the Ontario Ombudsman in his recent report called upon municipalities to audio record closed session meetings to enhance transparency and to assist him in any investigation that he may have to conduct. While an audio record of closed session meetings might assist the Ombudsman in any investigation it is submitted that it would not enhance transparency as such a record would not normally be made public.

COMMENTS

Council's Procedural By-law sets out an open and transparent process respecting closed meetings.

This Council in adopting a revised Procedural By-law has established an open and transparent process for closed session meetings that is consistently followed and adheres to the requirements of the *Municipal Act, 2001* (the "Act"). Specifically, Council passes a resolution pursuant to its Procedural By-law and the Act prior to convening any closed meeting that advises the public of the general nature of the matter to be discussed. These resolutions, whenever possible are published in the agenda in advance of the meeting when the closed session is to be held. Again, whenever possible the meetings are General Committee meetings which make recommendations to Council which whenever possible are printed in the Council agenda. Consequently the public is able to track when matters that are discussed in a closed session. Council consistently follows this aforementioned process and to date there has never been a request for a closed meeting investigation. The closed session minutes are an accurate record of the proceedings conducted in closed meetings. Section 228(1) of the Act mandates that the Clerk: "… record without note or comment, all resolutions, decisions, and other proceedings of the Council". Consequently the minutes of meetings whether open or closed are not a verbatim record but are primarily a record of resolutions passed by Council as well as other actions taken by Council.

The creation of an audio recording of closed session meetings would entail an expensive and cumbersome process.

To facilitate audio recorded closed sessions would require the installation of expensive audio equipment in the Leksand Room where closed session meetings are normally held. A hard wired microphone system with connection tied into the Council Chambers sound system would cost approximately $25,000. The cost of a portable system would be much less but the sound quality may not be adequate. To ensure a complete accurate record a member of Council or staff would have to identify themselves before speaking and only one person would speak at a time. This might well inhibit full and frank discussion of a matter. In addition, should such a closed session audio record be

May 21, 2013   **- 3 -**   **Report No. CLS13-010**

created it could be subject to a freedom of information request under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). As indicated above such a record would not normally be disclosed. However if a request was made under MFIPPA any part of the discussion not substantially revealing the nature of the matter being discussed, may have to be edited and provided if received by the Information and Privacy Commissioner (IPC) on an appeal. Should this occur the record would have to be transcribed and provided to the IPC, an expensive and time consuming process. The IPC could then, if deemed appropriate, order a redacted version of the record to be released to the requester.

Disclosure of audio recordings of closed meetings could put the Town at risk in a lawsuit.

In his report, the Ontario Ombudsman notes that a number of American jurisdictions have requirements to audio or video record closed session meetings, and that a violation of open meeting laws may result in fines or criminal penalties. One such highlighted jurisdiction is the State of Illinois, in its *Open Meetings Act* ("OMA"). What the Ombudsman failed to point out is that the use of the audio/video recordings in Illinois is limited to confirming whether the OMA was violated. Under s. 2.06(e) of the OMA, "the verbatim record of a meeting closed to the public shall not be open for public inspection or subject to discovery in any administrative or judicial proceeding other than one brought to enforce this Act." In the absence of similar Ontario legislation, it is possible for an audio/video recording of a closed meeting to be used in evidence against the Town.

For example, assume closed session is audio recorded and that the Town moves into closed session to discuss the Town's potential purchase of land. As part of that discussion, it is noted that initial investigations show environmental issues on a portion of the land. Numerous comments are made by councillors that they are aware of the past use of the property and are unconcerned about any environmental issues, so they wish to proceed with the purchase.

Thereafter, the relationship between Council and the vendor sours (the vendor was quoted several times in the media strongly criticizing Council on an unrelated matter). After completing the Town's due diligence, the final environmental report confirms the expected contamination. The condition regarding environmental review is about to expire, and staff are seeking further direction from Council in closed session. Without much comment, Council instructs staff to exercise the environmental condition and terminate the offer to purchase.

A few months later, the vendor decides to sue the Town for breach of contract because he believes that his public comments were the real reason for inappropriately exercising the environmental condition. The vendor's lawyer demands a copy of the audio recording of the closed meetings to determine what Council was concerned about

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regarding the environmental contamination on the land. There is no concern about an improper closed meeting, but the recording is very likely going to be subject to discovery and turned over to the vendor's lawyer. The release of that audio recording will be damaging to the Town, since it allows the vendor to build a case that the Town was not concerned about the environmental contamination, but rather his complaints that came afterward. Council may have legitimately changed its mind about the environmental issues present on the land, but since there was very little comment at the subsequent meeting, the vendor is able to bolster his argument that Council's motivation for exercising the condition was not environmental concerns, but personal dislike.

This exposure to discovery in judicial proceedings is not one that the Town can protect itself from in the current statutory environment in Ontario. In the absence of statutory protection at the provincial level (similar to the situation in Illinois), audio recordings of closed session records may have a deleterious effect on the Town's ability to defend itself against claims brought against it.

Finally, in a recent discussion at a meeting of the Municipal Law Departments Association of Ontario (MLDAO) regarding audio/video recordings of closed meetings and the Ombudsman Report, the general consensus was that audio/video recordings of closed session meetings was generally not advisable for municipalities in the current legislative climate, and only served the investigative needs of the Ombudsman or closed session investigator.

Beyond the individual concerns of councillors, the audio/video record of the closed meeting exposes municipalities to risk given the absence of legislative protection. In this regard, it would be best if municipalities waited until the province adopts legislation that sets out the requirements – and protections – for audio/video records of closed meetings.

Other municipalities are not audio recording closed meetings.

Research indicates that with two exceptions, Tiny Township and the Municipality of Lambton Shores, municipalities do not audio record closed sessions.

Access to closed session records is restricted to members of Council and senior staff who may be required to prepare reports or carry out Council directions. Should an audio record be created access to same would be restricted on a similar basis. Council meeting minutes are retained permanently. Should audio recordings of closed session meetings be created a suitable retention period would need to be determined.

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ALTERNATIVE(S) TO THE RECOMMENDATIONS

Council could direct staff to commence audio recordings of closed session meetings.

FINANCIAL IMPLICATIONS

None

CONCLUSIONS

The creation of audio recordings of closed meetings may not enhance transparency and could entail a costly and cumbersome process therefore it is recommended that closed session meetings not be audio recorded.

ATTACHMENTS

None

PRE-SUBMISSION REVIEW

Executive Leadership Team – Wednesday, May 15, 2013

Prepared by: John D. Leach, Director of Customer and Legislative Services/Town Clerk - Ext. 4771

_____
John D. Leach
Director of Customer and Legislative Services/Town Clerk
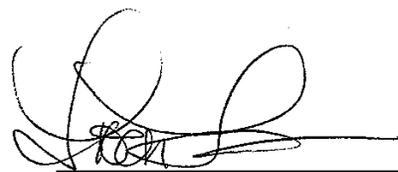
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Neil Garbe
Chief Administrative Officer

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Warren Mar
Director of Legal Services/Town Solicitor

TOWN OF AURORA

GENERAL COMMITTEE REPORT   **No. PR15-011**

AURORA

You're in Good Company

SUBJECT: *Parks Maintenance Service Level Standards*

FROM: *Allan D. Downey, Director of Parks and Recreation Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. PR15-011 be received; and

THAT the Parks Maintenance Service Level Standards be received by Council as information; and

THAT, subject to any clarifications, questions and or requested revisions by Council, the Parks Maintenance Service Level Standards be adopted effective June 1, 2015; and

THAT all remaining funds be returned to source.

PURPOSE OF THE REPORT

To present newly developed Parks Operations Maintenance Service Level Standards for Council review and approval.

BACKGROUND

In the 2011 Capital Budget, staff included project #73131 Parks Maintenance Standards Study. It was proposed that an external consulting firm be retained to complete the study and create a policy document that would define current Parks Operations maintenance levels that were being conducted by the Parks and Recreation Services department specifically in the area of parks maintenance.

Prior to issuing the Request for Proposal (RFP) to retain a qualified consulting firm to complete the study, staff conducted a significant amount of research into Municipal Parks Maintenance Service Levels for the purpose of preparing suitable RFP Terms of Reference.

It was determined through this research that there was a wide variety of ways and means that are used in measuring and defining parks maintenance service level standards; however, it was evident that many park service level standards were task based whereby the maintenance task is describe and quantified by the number of

May 5, 2015   - 2 -   Report No. PR15-011

labour hours required to complete the task as opposed to the qualitative and quantitative aspects of the specific maintenance service being provided. In other words, what should a certain park or facility look like immediately following a cycle of maintenance and how frequently should the maintenance task be completed in order to consistently maintain a safe and acceptable condition appearance for given facility.

A maintenance standard based purely on the number of human resource hours to complete a task does little to quantify or describe the appearance of a facility. Based on the research conducted by staff and an excellent knowledge of the historic maintenance service levels in the Auroras parks system, it was determined that the best and most accurate information could be provided by the staff that has been providing all aspects of parks maintenance for many years.

As such, staff made the decision to complete the Parks Maintenance Service Level Standards as an in-house project, taking a practical approach based on our own historic and current parks maintenance service levels.

COMMENTS

The project involved a number of staff in the Parks Division who was instrumental in obtaining the data and verifying its validity over a significant period such that the information is an accurate portrayal of the Aurora Parks maintenance operation.

There are 33 individual types of maintenance services currently being conducted by the Parks Operations area. Each of these service levels have been assigned a task code number from 001-033. Each of the 33 individual Parks Maintenance Service Level Standards is based on the following three criteria:

Maintenance Cycle Standard
- defines the frequency of the actual maintenance service level standard, i.e. how often the particular maintenance operation or activity is completed and when it will be completed?

Standard Appearance
- describes the appearance of the facility or park area immediately following a cycle of maintenance.
- describes the condition and appearance of facility infrastructure and how it should appear on an ongoing basis to facilitate its intended use of a given facility.

Key Result Areas
- describes the maintenance tasks/functions that must be completed in order to maintain the appropriate maintenance service level standard.
- describes the methods, equipment, materials and operations that must be employed to achieve the Standard Appearance.

It was determined that a maintenance service level standard that was defined by the appearance of a facility combined with the maintenance functions and the frequency of

those functions that are required to ensure that the appearance is maintained was a far superior method of describing the actual service level.

Measuring service level standards based strictly on labour hours was considered to be an inferior method of defining a level of service in view of the many influencing factors associated with changing weather, site conditions and availability of staff resources.

Upon full implementation of the Work Order Management System (WAMS), handheld electronic devices will be configured to include all the current maintenance codes along with the locations were maintenance is being conducted. Staff working at the individual work sites will then, while on the job, enter all applicable maintenance information including the associated time requirements to complete the individual maintenance task.

This in addition to the normal routine Park inspections will greatly assist in tying the entire maintenance operation together such that audits can be conducted on an as required basis for the purposes of verifying the stated Maintenance Service Level Standards.

The maintenance information contained in the service level standards is not new or enhanced in any way. There are examples within the these standards that may lead one to believe that the standard is far too low such as roadside grass mowing Code 024 page 31 where it describes the possible presence of litter noxious weeds and other conditions that may be present immediately following a maintenance cycle. This is not to imply that these service levels are inappropriate, unsafe or unacceptable in any way. Rather, they are indicative of a suitable level of service for the specific maintenance task which is representative of the historic public expectations and the available financial resources.

The maintenance standards were developed on the basis of historical maintenance levels and relate a true depiction of the minimum maintenance levels that are actually being practiced in Aurora's parks. It is unrealistic and a considerable risk to the corporation to overstate maintenance service levels only to find that the standards are not actually being achieved.

Staff were very conscious of this when preparing the Service Level Standards and are confident that each of the Standards are correct, defendable and commensurate for the size of the municipality and the Corporations available resources.

Staff also believes that current park maintenance standards and the expectations of the general public including our sports users groups are closely aligned at this time as evidenced by the number of maintenance-related complaints received in a calendar year, being very few. As is the case with any standard or there will come a time when these maintenance standards will need to be revisited or updated to accommodate new technology, changes in legislation or emerging service levels based on growth.

Staff will continue to stay abreast of changes in the industry and make the necessary adjustments as required in our ongoing efforts to ensure that our parks and facilities remain well maintained and safe for all users.

LINK TO STRATEGIC PLAN

Maintenance Service Levels support the ***Strategic Plan Goal of Supporting an Exceptional Quality of Life for All*** by **encouraging an active and healthy lifestyle**.

Develop a long-term needs assessment for recreation programs, services and operations to march the evolving needs of the growing and changing population.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council can direct staff to make amendments and revisions to the Parks Maintenance Service Level Standards.
2. Council could defer receiving and adopting the Parks Maintenance Service Level Standards until a later date.
3. Further Options as Required.

FINANCIAL IMPLICATIONS

Funds in the amount of $40,000.00 were allocated in the 2011 Capital Budget for Project #73131 Parks Maintenance Standards Study.

There were no capital funds expended for the in-house Parks Maintenance Service Level Standards with the exception of the printing costs associated with the actual final documents.

The cost for this is approximately $3,000.00.

Funds for this project were available in the Parks Operation budget to cover the staff salaries when working on this project.

Remaining funds in the Capital projects budget can be returned to the appropriate reserve account.

The adopters of these service standards will have no immediate impact on staffing levels; however, as growth occurs, additional staffing will be required or the service levels adjusted.

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CONCLUSIONS

Council to receive the Parks Maintenance Service Level Standards as information and that Council adopt these standards effective June 1, 2015.

PREVIOUS REPORTS

None.

ATTACHMENTS

Attachment #1 - Parks Maintenance Service Level Standards *(provided to Council separately and available online: http://www.aurora.ca/TownHall/Pages/Council-and-Committee-Meetings.aspx)*

PRE-SUBMISSION REVIEW

Executive Leadership Team, Thursday, April 23, 2015.

Prepared by: Jim Tree, Manager of Parks - Ext. 3222

Allan D. Downey
*Director of Parks and Recreation*

Neil Garbe
Chief Administrative Officer

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. PR15-012

SUBJECT: *Tree Permit Application for 302 Ridge Road*

FROM: *Allan D. Downey, Director of Parks and Recreation Services*

DATE: *May 5, 2015*

RECOMMENDATIONS

THAT Report No. PR15-012 be received; and

THAT a permit be issued to the property owner for the removal of seven (7) trees from a property located at 302 Ridge Road.

PURPOSE OF THE REPORT

To process a Tree Removal Permit in accordance with By-law 4474-03 D.

BACKGROUND

On January 8, 2015 the owner of the property located at 302 Ridge Road obtained conditional approval of Minor Variance Application MV-2014-37 under the provisions of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, to permit the construction of a 658.29 m^2 detached dwelling unit subject to the Owner's fulfillment of certain conditions.

The subject property is within the Oak Ridges Moraine Conservation Plan area and, as such, any development on the lands is subject to an application and approval by the Committee of Adjustment.

One of the conditions of Minor Variance approval requires that the owner comply with By-law 4474-03 D Tree Permit By-law.

The proposed construction on the subject property will require the removal of seven (7) trees to facilitate the building of a new home and its supporting infrastructure.

The current Tree Permit By-law permits the removal of four (4) trees over twenty centimetres in diameter, measured at 1.4 meters above ground level in any 12-month period, without obtaining a tree removal permit.

May 5, 2015   - 2 -   Report No. PR15-012
_____

The seven (7) trees proposed for removal are all larger than 20 centimetres in diameter and as such are subject to the issuance of a Tree Removal Permit.

The property owner has completed the application for a Tree Removal Permit and remitted the applicable payment in accordance with the By-law. In addition, the owner has submitted a comprehensive Vegetation Maintenance Management Plan and a Landscape Restoration/Replanting Plan which will be included as schedules to a Development Agreement with the Town.

The Development Agreement will also outline requirements for items such as installation of tree preservation protective fencing during construction, provision of securities and site inspections/monitoring during and post construction by a Certified Arborist or Registered Professional Forester.

COMMENTS

As per the Tree Permit By-law, signage has been posted on the subject property serving notice that a tree permit to remove trees from the property has been sought. Signage also includes information concerning this evenings meeting should any one wish to attend or address Council in this regard.

LINK TO STRATEGIC PLAN

The removal of trees at 302 Ridge Road to facilitate new home construction supports the ***Strengthening the Fabric of Our Community*** by collaborating with the development community to ensure that future growth includes housing opportunities for everyone.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council could deny the application for a tree removal permit; however this may adversely impact the property owners proposed.
2. Further Options as Required.

FINANCIAL IMPLICATIONS

Tree removal permit fees have been paid in the amount of $565.00.

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CONCLUSIONS

That a permit be issued to the property owner for the removal of seven (7) trees from a property located at 302 Ridge Road.

PREVIOUS REPORTS

None.

ATTACHMENTS

Attachment #1 – Site Plan for 302 Ridge Road, Aurora

PRE-SUBMISSION REVIEW

Executive Leadership Team, Thursday, April 23, 2015.

Prepared by: Jim Tree, Manager of Parks - Ext. 3222

_____   _____
Allan D. Downey   **Neil Garbe**
Director of Parks and Recreation   *Chief Administrative Officer*

KEY MAP

FILE NO: MV-2014-37
ADDRESS: PLAN 132 PT BLK 19 LOTS B C AND PT A RP 65R26381 PART 2
     302 RIDGE ROAD, AURORA ON L4G 0M3
TOWN OF AURORA
COMMITTEE OF ADJUSTMENT

Subject Lands

0   75   150
Metres

N

AURORA
You're in Good Company

SURVEY PLAN OF
LOTS B AND C AND PART OF LOT A
BLOCK 19
REGISTERED PLAN 132
GEOGRAPHICAL TOWNSHIP OF KING
TOWN OF AURORA
REGIONAL MUNICIPALITY OF YORK
SCALE 1:750

TOPOTEC INC. ENGINEERING DESIGN CONSTRUCTION

SITE STATISTICS:

SITE AREA=12262.1 Sq.m
BUILDING AREA=412.31 Sq.m
       =3.36%

GARAGE=81.07 Sq.m
BUILDING AREA=331.24 Sq.m
TOTAL=412.31 Sq.m

GROUND FLOOR=285.82 Sq.m
SECOND FLOOR=372.47 Sq.m

GROSS FLOOR =658.29 Sq.m

Proposed Two Storey Detached Dwelling

PROPOSED VARIANCE: To allow for
construction of a detached dwelling
within a Zone following by the symbol
'ORM' defined as Oak Ridges Moraine.

BATTAGLIA ARCHITECT INC.

8888 KEELE STR.   UNIT 8   CONCORD L4K 2N2
TEL.: (905) 508-2168
FAX: (416) 848-7967

PROPOSED 2 STOREY RESIDENTIAL DWELLING

302 RIDGE RD
AURORA, ONT

DWG.

SITE PLAN

METRIC

DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND
CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

NOTE
THIS IS NOT A PLAN OF SURVEY. THIS
IS FOR SITE AND GRADING PURPOSE.
PROPERTY INFORMATION TAKEN FROM
PUBLIC RECORD.

PRELIMINARY ZONING REVIEW
OCT 16 2014
BUILDING SERVICES

1:750
M.R.
OCTOBER 14 2014
A1

TOWN OF AURORA
PARKS AND RECREATION ADVISORY
COMMITTEE MEETING MINUTES

Date:	Thursday, April 16, 2015
Time and Location:	7 p.m., Holland Room, Aurora Town Hall
Committee Members:	Councillor Michael Thompson (Chair), Councillor Tom Mrakas (Vice Chair), Juergen Daurer, Eric McCartney, Brian Trussler, and Stephen Kimmerer
Member(s) Absent:	Richard Doust
Other Attendees:	Al Downey, Director of Parks and Recreation Services, Jennifer Norton, Web Services and Special Events Coordinator, Stephen Huycke, Town Clerk, and Samantha Kong, Council/Committee Secretary

The Chair called the meeting to order at 7:02 p.m.

1. DECLARATION OF PECUNIARY INTEREST

Stephen Kimmerer, Sport Aurora Representative declared an interest in the Outstanding Achievement Award – Non-Profit, Bob Harman Memorial Award, and the Volunteer Service Awards – 5 year, and did not participate in the consideration of these awards. Brian Trussler declared an interest in Community Organization of the Year and did not participate in consideration of this item.

2. APPROVAL OF THE AGENDA

Moved by Councillor Mrakas
Seconded by Eric McCartney

THAT the agenda as circulated by Legal and Legislative Services be approved.

CARRIED

3. RECEIPT OF THE MINUTES

None

Parks and Recreation Advisory Committee Meeting Minutes
Thursday, April 16, 2015
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4. **DELEGATIONS**

(a) **Stephen M. A. Huycke, Town Clerk**
Re: Advisory Committee Member Education and Training

Mr. Huycke provided a PowerPoint presentation and handout entitled "Advisory Committee Orientation 2014-2018", dated April 2015, and highlighted the roles and responsibilities of advisory committees, committee members, and staff. He also reviewed the political decision-making process and relationships, including procedural matters within the framework of civic engagement between the public and Council. Members received a copy of the "Corporate Policies, Programs and Procedures Policy for Ad Hoc/Advisory Committees and Local Boards", dated December 16, 2014, the Town's Procedural By-law Number 5330-11, and the Terms of Reference for the Parks and Recreation Advisory Committee 2014-2018 term.

Moved by Juergen Daurer
Seconded by Brian Trussler

THAT the delegation by Stephen Huycke be received for information.
CARRIED

(b) **Al Downey, Director of Parks and Recreation Services**
Re: Parks and Recreation Advisory Committee Update

Mr. Downey provided a brief overview of the current initiatives of Parks and Recreation Services and highlighted the relevant plans and studies including the Parks and Recreation Master Plan, Sports Plan, and Facility Utilization Study, with which the Committee may be interested in being involved. He further noted the goal to have these items completed by October 2015, and encouraged the Members to discuss any comments that they may receive from the public.

Moved by Councillor Mrakas
Seconded by Juergen Dauer

THAT the delegation by Al Downey be received for information.
CARRIED

5. **MATTERS FOR CONSIDERATION**

3. **Memorandum from Town Clerk**
Re: Appointment of a Parks and Recreation Advisory Committee Member to the Trails and Active Transportation Committee

Parks and Recreation Advisory Committee Meeting Minutes
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Staff advised that the membership of the Trails and Active Transportation Committee (TATC) includes one member of the Parks and Recreation Advisory Committee (PRAC). The Committee discussed the possibility of rotating the appointment to the TATC among the members of the PRAC. Staff indicated that Town policy would permit this. The Chair noted that the Vice Chair is a member of both committees and may provide updates to each committee. Committee members indicated that they were not able to commit to serving on the TATC at this time and agreed to consider the required appointment at the June meeting.

Moved by Councillor Mrakas
Seconded by Stephen Kimmerer

THAT the memorandum regarding Appointment of a Parks and Recreation Advisory Committee Member to the Trails and Active Transportation Committee be received for information.

CARRIED

6.   INFORMATIONAL ITEMS

None

7.   CLOSED SESSION

Moved by Councillor Mrakas
Seconded by Stephen Kimmerer

THAT the Parks and Recreation Advisory Committee resolve into a Closed Session meeting to consider:

1. Personal matters about an identifiable individual, including a Town or Local Board Employees; Re: 2015 Community Recognition & Citizen of the Year Awards Nominations

CARRIED

The Committee recessed into a Closed Session meeting at 8:15 p.m. following New Business and reconvened into open session at 8:45 p.m.

8.   NEW BUSINESS

The Committee inquired about designating a Member to attend the Aurora Family Leisure Complex (AFLC) Liaison Committee meetings for the purposes of reporting back to the Committee. The Chair stated that the AFLC Liaison Committee would be meeting frequently and that the meeting minutes may be placed on the Committee's agenda for information purposes.

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The Committee inquired about an outstanding item on the pending list of the previous term regarding the AFLC membership data. Staff indicated that a pending list would be placed on the agenda for the next committee meeting.

The Committee requested that a report about the criteria and communication of the Community Recognition Awards be brought to the Committee for information.

> **Moved by Eric McCartney**
> **Seconded by Juergen Daurer**
>
> THAT a report about the criteria and communication of the Community Recognition Awards be brought to the Committee for information.
>
>   **CARRIED**

The Committee inquired about signage at parks and trails. Staff stated that Council has approved a trails study as well as a budget for signage for trails and parks.

The Committee inquired about receiving an update on the demographics detailed within the Parks and Recreation Master Plan. Staff stated that a request for proposal (RFP) is currently being prepared for the Parks and Recreation Master Plan study and that the consultant would provide information on demographics and impacts.

Staff inquired about the level of participation desired by the Committee. The Committee expressed interest in participating in the review of all plans and studies including the Parks and Recreation Master Plan, Sports Plan, and Facilities Utilization Study as well as receiving presentations regarding development charges and the facility development process for. Staff also noted that the Committee may discuss the pricing policy.

The Committee inquired about receiving a report regarding the number of residents and non-residents within all registered programs in the Town. Staff indicated that they are unable to provide such statistics for external sport organizations, but they are able to provide the statistics within all Town-registered programs.

9.   **ADJOURNMENT**

> **Moved by Juergen Dauer**
> **Seconded by Stephen Kimmerer**
>
> THAT the meeting be adjourned at 8:46 p.m.
>
>   **CARRIED**

COMMITTEE RECOMMENDATIONS ARE NOT BINDING ON THE TOWN UNLESS ADOPTED BY COUNCIL AT A LATER MEETING.

TOWN OF AURORA
TRAILS AND ACTIVE TRANSPORTATION COMMITTEE
MEETING MINUTES

Date:	Friday, April 17, 2015
Time and Location:	10:00 a.m., Leksand Room, Aurora Town Hall
Committee Members:	Councillor Sandra Humfryes (Chair) (arrived 10:20 a.m.), Councillor Tom Mrakas (Vice Chair), Alison Collins-Mrakas, Bill Fraser, Laura Lueloff
Member(s) Absent:	Nancee Webb (EAC Representative), and (PRAC Representative)
Other Attendees:	Stephen M. A. Huycke, Town Clerk, Lawrence Kuk, Planner, Jamal Massadeh, Traffic/Transportation Analyst, Jim Tree, Manager of Parks, and Gloria Hardychuk, Council/Committee Secretary

Members provided brief introductions.

The Vice Chair called the meeting to order at 10:03 a.m.

1. **DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

   There were no declarations of pecuniary interest and general nature thereof under the *Municipal Conflict of Interest Act.*

2. **APPROVAL OF THE AGENDA**

   Moved by Laura Lueloff
   Seconded by Alison Collins-Mrakas

   THAT the agenda as circulated by Legal and Legislative Services be approved.
   CARRIED

Trails and Active Transportation Committee Meeting Minutes
Friday, April 17, 2015   Page 2 of 3

3.   ADOPTION OF MINUTES

None

4.   DELEGATIONS

(a)   Stephen M. A. Huycke, Town Clerk
Re: Advisory Committee Member Education and Training

Stephen M. A. Huycke provided a handout and a PowerPoint presentation entitled "Advisory Committee Orientation 2014-2018", dated April 2015. Members also had before them the "Corporate Policies, Programs and Procedures Policy for Ad Hoc/Advisory Committees and Local Boards", dated December 16, 2014 and the Town's Procedural By-law. The presentation touched upon the roles and responsibilities of Advisory Committees in best practices, the role of Advisory Committees in civic engagement, and the relationship between Advisory Committees and members of the public, Town Staff and Council.

Moved by Alison Collins-Mrakas
Seconded by Councillor Tom Mrakas

THAT the comments of the delegation and material provided be received for information.

CARRIED

Councillor Sandra Humfryes (Chair), assumed the Chair.

(b)   Jim Tree, Manager of Parks
Re: Trails and Active Transportation Committee Update

Jim Tree, Manager of Parks, presented a Committee update and provided background on the Trails Master Plan. He noted that the Plan was adopted during the previous Term of Council, and reported that the Plan consists of the best comprehensive alignment of trails Town-wide envisioned for the next 50 years. He advised that the Plan is a result of the previous Committee's input. He noted that the Committee has played an integral role and will continue to be provided with opportunities to comment on trail design, construction, maintenance and critical pieces in order to guide the development of the trails systems.

Trails and Active Transportation Committee Meeting Minutes
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Moved by Alison Collins-Mrakas
Seconded by Councillor Tom Mrakas

THAT the comments of the delegation be received for information.
                                                                        CARRIED

5.   **MATTERS FOR CONSIDERATION**

None

6.   **INFORMATIONAL ITEMS**

1.   **Memorandum from Manager of Parks**
     Re: Town of Aurora Trails Master Plan

     Moved by Bill Fraser
     Seconded by Laura Lueloff

     THAT the memorandum from the Manager of Parks regarding the Town of
     Aurora Trails Master Plan, dated April 17, 2015 be received for information.
                                                                        CARRIED

7.   **NEW BUSINESS**

None

8.   **ADJOURNMENT**

     Moved by Councillor Tom Mrakas
     Seconded by Alison Collins-Mrakas

     THAT the meeting be adjourned at 11:08 a.m.
                                                                        CARRIED

COMMITTEE RECOMMENDATIONS ARE NOT BINDING ON THE TOWN UNLESS
OTHERWISE ADOPTED BY COUNCIL AT A LATER MEETING.

AURORA
You're in Good Company

100 John West Way
Box 1000
Aurora, Ontario
L4G 6J1
Phone: 905-727-3123 ext. 4744
Email: ngarbe@aurora.ca
www.aurora.ca

Town of Aurora
Office of the CAO

MEMORANDUM

DATE: May 5, 2015

TO: Mayor and Members of Council

FROM: Neil Garbe, Chief Administrative Officer

RE: Communications

Recommendations:

THAT the memorandum regarding Communications be received; and

THAT Council provide direction.

Purpose:

This memo is to provide Council with information, further to the motion approved at the meeting of Tuesday, April 28:

> NOW THEREFORE BE IT HEREBY RESOLVED THAT the Town of Aurora's Corporate Communications Plan (2011) and the Corporate Communications Policy be placed on the next Agenda for review and direction from Council; and
>
> BE IT FURTHER RESOLVED THAT staff bring forward, for Council's approval, a revised Corporate Communications Plan and Corporate Communications Policy prior to the end of 2015.

This memo will provide clarification for Council on communications plans, policies and related reports received by Council.

This memo will also propose options for Council's consideration.

Comments:

Council Workshop:

Council input is desired and welcomed. To allow ample time to provide feedback and direction, Council may consider convening a Council Workshop to fully examine the documents, ask questions and provide comment.

May 5, 2015   -2-
_____

Should this be a desired approach, Council could refer this matter to a workshop to be scheduled.

The information below and attached provides information on the ways the Town currently communicates. A Council workshop could examine further ways to communicate.

Multiple Communications Channels:

The Town of Aurora employs a variety of communications channels to publicly disseminate information, including paid media (advertising), earned media (Town commentary and news reporting), Town website, Town social media feeds, Town application "app" suite and streaming media program.

Town staff publicly report all Council decisions and status of projects:

A comprehensive set of Minutes is produced by Town staff detailing the full list of Council decisions from Committee and Council meetings. This information is posted to the Town website every Friday following respective meetings.

A comprehensive list of Projects/Projects Pending is also compiled and posted to the Town website quarterly.

Town Communication is subject to multiple policies, laws, bylaws, procedures, guidelines and practices

The Town's "communications policy" is guided by, but not limited to the following:

- Strategic Plan
- Municipal Freedom of Information, Privacy and Protection Act (MFIPPA)
- Town Notice Bylaw
- 2011 Corporate Communications Strategic Plan
- Annual Corporate Communications Plan
- Procedure 53 – Communications
- Procedure 53 – Memorandum – Website Submission Guidelines
- Procedure 53 – Schedule A – Notice Board
- Procedure 53 – Schedule B – Council Bulletin Boards
- Procedure 53 – Schedule C – Outdoor Electronic Message Signs
- Procedure 53 – Schedule D – Website
- Procedure 54 – Media and Public Relations
- Social Media Policy
- Emergency Plan
- Administrative Plan

2011 Corporate Communications Strategic Plan

On March 22, 2011 Council approved a Corporate Communications Strategic Plan to help guide the communications efforts of the Town, consistent with the 2010 re-organization and expansion of the Corporate Communications department.

May 5, 2015   -3-

On April 15, 2014 Council received report CAO14-010 Communications Metrics, outlining the full implementation (and beyond) of the 2011 Corporate Communications Strategic Plan including measured results, process efficiencies and annual savings.

As part of the 2015 Budget process, further information was presented to Council outlining additional successes and enhancements to the Corporate Communications program, further efficiencies, considerable cost savings and priority objectives for 2015.

Additional information on Corporate Communication successes will be presented to Council in the upcoming Strategic Plan report card.

2015 Corporate Communications Plan

Corporate Communications develops an annual Communications Plan based on corporate priorities identified by the Mayor and CAO, consistent with the vision outlined in the 2011 Corporate Communications Strategic Plan and evolving laws, bylaws, policies, procedures and guidelines.

Priority items outlined in the 2015 Communications Plan included:

1) *Strategic Partnership with York University Schulich School of Business to conduct a third-party assessment of Town marketing and communications.*

   This effort was undertaken following Council's 2014 decision not to approve a Community Consultation survey co-ordinated through the Strategic Initiatives division.

   A partnership was brokered in January through the Corporate Communications department with the Bachelor of Business Administration (BBA) program at the Schulich School of Business. Senior undergraduate students conducted phone and on-site surveys in Aurora, reporting these results in April. A report to Council was scheduled for June.

2) *Update Procedure 53 (and all "sister" procedures) and Procedure 54*

   With all elements of the 2011 Corporate Communications Strategic Plan implemented, staff are updating these procedures to include new and enhanced communications tools. Work is already underway on this update.

3) *Develop an enhanced Notification / Advertising Protocol for Public Consultations*

   An updated Notice Bylaw has been developed by Legal and Legislative Services, scheduled for review and approval by Council in May.

   Options for improving Notices and their distribution were scheduled to be explored with Corporate Communications, Planning and Legal and Legislative Services in the latter half of 2015.

May 5, 2015   -4-

4) *Implement new electronic communications functionality, including:*

- *Two new live-stream programs for Citizen Advisory Committees and JOC*
- *Integration of e-commerce into Town website*

The JOC live stream of construction facilities has been implemented. Work is ongoing with Corporate Communications, Facilities, IT Services, Clerks, Parks and Recreation and Accessibility staff on the retrofit for the live stream for Citizen Advisory Committees.

Staff from Finance are moving forward with Corporate Communications on e-commerce integration.

5) *Publish an Annual Report*

This work is underway, scheduled for completion in September.

6) *Re-launch Citizen Budget*

This work is underway, scheduled for completion in September.

Attached items:

The following reports have been attached:

Attachment 1: 2011 Corporate Communications Strategic Plan and staff report
Attachment 2: Procedure 53 – Communications
Attachment 3: Procedure 53 – Memorandum – Website Submission Guidelines
Attachment 4: Procedure 53 – Schedule A – Notice Board
Attachment 5: Procedure 53 – Schedule B – Council Bulletin Boards
Attachment 6: Procedure 53 – Schedule C – Outdoor Electronic Message Signs
Attachment 7: Procedure 53 – Schedule D – Website
Attachment 8: Report CAO14-010: Communications Metrics
Attachment 9: Budget Memo: Communications Overview for Operational Budget

TOWN OF AURORA
AURORA GENERAL COMMITTEE   No. CAO11 - 004

SUBJECT: Town of Aurora's Corporate Communications Strategic Plan

FROM: *Neil Garbe, Chief Administrative Officer*

DATE: March 22, 2011

RECOMMENDATIONS

THAT Council receive report CAO11-004 and the attached Town of Aurora Corporate Communications Strategic Plan for information.

PURPOSE OF THE REPORT

The purpose of this report is to provide council with a summary of the Corporate Communications Strategic Plan.

BACKGROUND

One of the key deliverables of the Corporate Communications division for 2010 was the development and execution of a strategic plan that would guide corporate communications.

COMMENTS

The Corporate Communications Strategic Plan sets a strategic course for both external and internal communications activities at the Town of Aurora.

In the past, external communications have been limited to, for the most part, news releases, the Town's website and the weekly Notice Board published in The Banner.

The new strategic plan is designed to provide more effective communications support to other departments to help them achieve their respective corporate goals.

This support will be delivered and measured for effectiveness in several ways. The end goal is to provide increasing value to the corporation on a yearly basis.

The strategic plan also articulates new department vision and mission statements, operating principles, an overarching strategy and clearly defined goals and metrics.

March 22, 2011   - 2 -   Report No. CAO11-004

<u>*Vision (Where the department wants to be)*</u>

Connecting Aurora's residents, organizations and businesses with municipal government through innovative and engaging communications.

<u>*Mission (What the department does every day)*</u>

Helping our clients achieve measurable results by providing timely, accurate, relevant information and public relations activities using effective communication channels.

<u>*Operating principles*</u>

- Our residents' needs are what drive us
- We overcome challenges by providing well-thought out solutions
- We work collaboratively with other departments to achieve goals that make sense for everyone
- We look for ways to cut costs
- We strive to be both efficient and effective
- We acknowledge that success comes from building relationships

<u>*Overarching strategy*</u>

In 2011, the department will be introducing a strategy that will increase the efficiency and effectiveness of external and internal communications, help departments meet their goals and provide measurable value to the corporation.

The main way the department will do this is through resident engagement. In short, the department will build communication campaigns that will allow for residents to take a desired action on any given issue.

There are a few reasons resident engagement makes sense:

It's measurable: The department will be able to measure the number of residents who saw enough value to take part in a given campaign.

It's effective: If a person takes an action in a communication campaign—as opposed to merely reading or hearing about it—they will retain more information about it.

It's progressive: Traditionally, communications departments measured things like how many news releases were sent out or advertisements purchased in a year to show value. The main problem with these types of measurements is that they concentrate on outputs instead of whether or not the news releases and ads were actually effective in promoting a program or service or increasing awareness of a given issue. Measuring the number of residents who take part in a campaign will demonstrate how valuable the campaign was to residents.

March 22, 2011   - 3 -   Report No. CAO11-004

ALTERNATIVES TO THE RECOMMENDATION

None. The report is provided for information only.

FINANCIAL IMPLICATIONS

The ongoing and short-term action items outlined in the strategic plan can be implemented with the existing approved budget. Staff are also investigating partnerships with like-minded organizations to share resources and look for co-efficiencies.

CONCLUSIONS

The Corporate Communications Strategic Plan, through a set of clear and measurable goals, sets the framework for the department to provide more value to other departments. It will do this by explicitly including other departments' goals in all future communications campaigns. The main indicator of success will be the number of residents who take a desired action in any of the department's campaigns.

ATTACHMENTS

Attachment # 1   Corporate Communications Strategic Plan

PRE-SUBMISSION REVIEW

This report was reviewed at the Executive Leadership Team meeting on March 9, 2011.

Prepared by: Jason Ballantyne, Manager of Corporate Communications, ext. 4238.

Neil Garbe
Chief Administrative Officer

AURORA

You're in Good Company

Town of Aurora
Corporate Communications
Strategic Plan

2011

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Introduction

Over the last several years, there has been an explosion in the communications field.

Traditional media—newspapers, radio and television—have been overwhelmed by a tsunami.

That tsunami has come in the form of online communications. In less than a decade, the internet has completely transformed the way people, businessess and government communicate and consume information. [1]

In the past, people were, for the most part, passive consumers of news. They now are active consumers, choosing when and how to get their information.

Take, for example, the Toronto Star.

You can read it online and have email updates sent to your inbox whenever a story is published.

You can subscribe to the paper's numerous Twitter feeds and post comments on its online forums. (For a glossary of social media terms, see Appendix C)

You can download videos from its site to watch later. You can even contribute your own photos, videos and "citizen journalist" items.

> The two words "information" and "communication" are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through."
> —Sydney J. Harris

You can also pay for your home delivery, notify the paper of a missed delivery, take out an ad, place an obituary and purchase archived stories and photos online.

In short, you have complete control over how you want to interact with the company.

The Town of Aurora needs to embrace this new way of communicating in order to stay relevant to the audiences it communicates with.

2

There are several reasons why online communictions need to be expanded:

- Ensure information gets to audiences quickly and efficiently, without the added expense and time associated with traditional media
- Allows for real-time feedback from residents and other stakeholders that will allow us to guage how they perceive the organization
- Increases transparency by letting information flow through new channels and provides better customer service by giving staff new ways to communicate with residents
- Provides for a more balanced communications approach
- Ensures that we can monitor how effective our external communications are by measuring usage and trends

Integrating traditional media with emerging media will enable the town to speak and listen to a wider section of residents and stakeholders, reaching audiences traditional media misses.

Since the end goal of this strategy is more informed and more engaged residents, integrating existing channels with new media will be a first step toward accomplishing that goal.

3

Background

Where We've Been

Aurora's communications department has traditionally handled external communications, including media relations and marketing.

Typically, external communications is also done on an ad hoc basis by other departments, such as Leisure, Planning and Bylaw services, usually as a result of resource constraints in the communication department.

The department was expanded in early 2010 to include a manager. While initial steps have been taken to try to have all external communications flow through the department, there are still gaps.

Where We Need to Be

In order for communications from the Town to be both efficient and effective, they need to be strategic and carefully co-ordinated. They cannot be ad-hoc. Therefore there is a need to centralize the oversight of external communications.

Policies and procedures need to be easy-to-understand and communicated clearly to all staff members. It's important everyone understand not only how to ask for help from corporate communications but also why it's important external communications needs to flow through the department. The more staff understand the 'why', the more likely they'll follow the 'how'. [2]

> It is greed to do all the talking but not to want to listen at all.
> —Democritus
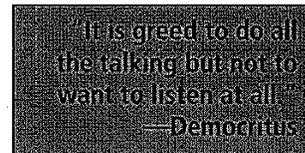
The department has already reached out by way of an internal survey and one-on-one meetings to find out

- if staff know about existing communications policies and procedures
- if they use them
- if not, why not
- what they would recommend in order that their needs are met

The results of the survey can be found in Appendix D.

One thing came though loud and clear – the existing policies and procedures are, for the most part, not being followed, for all kinds of reasons:

- The policies are outdated, some having been drafted in the 1980s.
- The policies appear to have been created in a silo.
- Few, if any respondents can recall ever being asked their opinion on the very procedures they were expected to follow.

4

First Steps

What follows are our recommendations to break down the silos and ensure all staff members know both how and why communication needs to flow through the department.

The polices need to be clearly written, take into account all the feedback received to date and make sense for both Corporate Communications and its stakeholders.

RECOMMENDATIONS

1. That the Corporate Communications department review, revise and update its existing policies and processes by the end of the second quarter of 2011.

2. That the Corporate Communications department serves as a centralized resource for the oversight and use of external communications by the Town.

3. That the Corporate Communications department develop a centralized process available to all Town staff to submit information for consideration and potential publication using appropriate channels.

Once the policies are accepted by senior management, they need to be communicated in many different ways to stakeholders so they will be used by the audiences they correspond to.

5

Strategic approach

Our Vision

Connecting Aurora's residents, organizations and businesses with municipal government through innovative and engaging communications.

This is corporate communications' vision to support the Town of Aurora as it moves toward its vision of being recognized as a respected and progressive municipal administrative organization.

So what does our vision mean? Simply put, we want to serve our clients—residents, organizations and the businesses—by providing timely, accurate, relevant information using effective communication channels.

If we do this in a consistent manner we will increase awareness in the Town of Aurora's services, programs and priorities, thereby increasing the perceived value of living or doing business here.

"Communication works for those who work at it."

—John Powell
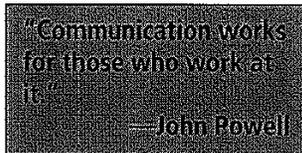
And in doing that, we will help stakeholders view Aurora as a respected and progressive municipal administrative organization.

How will we move closer to realizing our vision?

We will do that by executing against our mission.

Our Mission

Helping our clients achieve measurable results by providing timely, accurate, relevant information and public relations activities using effective communication channels.

This mission infers a series of daily activities that we have to perform exceptionally well to succeed:

- We need to be able to identify and align ourselves with our clients' communications needs and goals
- We need to consistently innovate and upgrade our existing communication channels to communicate with our target audiences
- We need to look for new ways to communicate, either by introducing new channels or partnering with like-minded organizations in order to use theirs
- We need to design compelling messages to strategically promote Town of Aurora services
- We need to send out these messages through the most audience-relevant communication channels

If we do these things well and consistetly, we'll move closer to our vision of connecting Aurora's residents, organizations and businesses with municipal government through innovative and engaging communications.

6

The Roadmap To Success

In order to get to where you want to be, you need a roadmap to check your progress. All Corporate Communications activities will be held up against the following vision and mission statements to ensure alignment.

In other words, if the activities support the mission and vision statements, they're more than likely the right things to be doing.

Ultimately all the communications activities should support the corporate vision.

Here's the road map, starting with the department's mission:
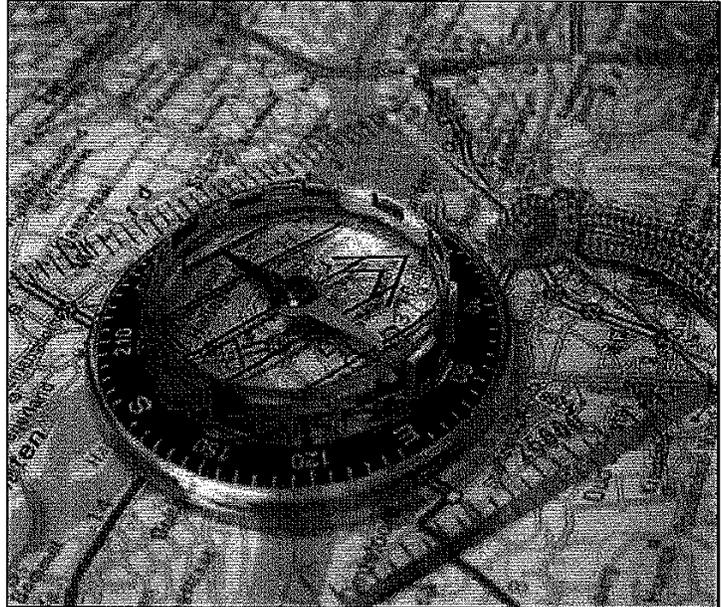
Corporate Communications mission

To help our clients achieve measurable results by providing timely, accurate, relevant information and public relations activities using effective communication channels.

Corporate Communications vision

Connecting Aurora's residents, organizations and businesses with municipal government through innovative and engaging communications.

Town of Aurora's corporate vision

The Town of Aurora is recognized as a respected and progressive municipal administrative organization.

7

Operating Principles

We also have a set of operating principles that guide all our activities.

- Our residents' needs are what drive us
- We overcome challenges by providing well-thought out solutions
- We work collaboratively with other departments to achieve goals that make sense for everyone
- We look for ways to cut costs
- We strive to be both efficient and effective
- We acknowledge that success comes from building relationships

The roadmap and the operating principles are important for a lot of different reasons.

Many people spend entire careers busily going about their tasks without really knowing if they are making a difference to the success of an organization or not.

The roadmap serves as a practical guide to operations. If a given task isn't aligned with the roadmap, you need to ask yourself, 'Does it make sense to continue doing it?'

Given constraints on resources, especially in the municipal sector, it's critical to make sure resources are being used efficiently and for tasks that align with the department and corporate goals. Anything else is more than likely wasted effort.

With regard to operating principles, it's important to know that, while a cliché, there are no shortcuts to success. While taking shortcuts and trying to be efficient at the expense of effectiveness may get you short-term gains, they are rarely sustainable.

8

Communication channels

Current State

As of 2010, the following were the main internal and external communication channels being used by the Town.

External
- Traditional news media (print, broadcast and online)
- News releases and media events
- Town publications
- Website

Internal
- Intranet
- E-mails
- Town hall meetings
- Department meetings

Desired State

All the above plus:

External
- Web 2.0
- Town campaign launches
- Marketing campaigns
- Direct mail campaigns
- Stakeholders' channels

Internal
- Web 2.0
- Improved online presence

"Regardless of the changes in technology, the market for well crafted messages will always have an audience."

—Steve Burnett

Our vision—*Connecting Aurora's residents, organizations and businesses with municipal government through innovative and engaging communications*—will require more communication channels.

In order to engage residents and other stakeholders, we need to speak to them in their language, using the channels they use.

The biggest gap in the current state of communications—both internal and external—is using Web 2.0 (social media). This will be the single largest area of development and focus for Corporate Communications in 2011.

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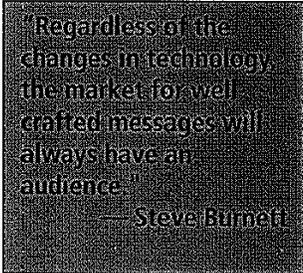
Why Web 2.0?

"It's just a fad."

This phrase has been used to describe the automobile, rock 'n' roll, the internet and everything in between.

It's now being used by some to describe Web 2.0 in general and Facebook and Twitter—social mediums—in particular.

While not every social media channel catches on, use of social media in general continues to grow exponentially and is here to stay. Instead of looking at services like Twitter and Facebook as "fads", look at them as new communication channels, no different than direct-mailers, radio ads or magazine articles. They merely present information in a different way.

Some high-level reasons why it makes sense to engage in social media include:

- Our residents use it; it's most used by 35 to 49 year olds
- It's a place where news breaks
- It's a critical tool for real-time updates in case of a crisis
- Media use it; in fact, they currently read Twitter feeds in their newscasts when the content is relevant
- More people use it at work than at home, suggesting a trend toward professional use
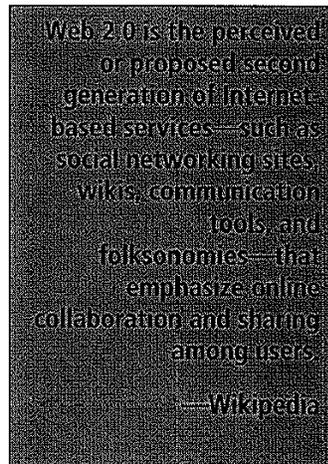
Web 2.0 is the perceived or proposed second generation of Internet-based services—such as social networking sites, wikis, communication tools, and folksonomies—that emphasize online collaboration and sharing among users.

—Wikipedia

This document can also be used as a framework to look at our usage of social media in general and why it makes good business sense to look for new and innovative ways to communicate with our residents, our stakeholders and the general public.

It's what leading organizations already do. [3]

Web 2.0 Specifics

Social media are primarily internet- and mobile-based tools for sharing and discussing information among people.

The interaction among members, along with community generated content, is what is commonly referred to as Web 2.0. Government use of social media is increasingly referred to as Gov 2.0.

The emergence of social media platforms, technologies, integration and portals is referred to as new media.

Description, Purpose and Recommendations

This section defines and describes various social media platforms, their inherent risks and ways to mitigate these risks.

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Twitter

Twitter is an online social networking site where members can post short updates and keep up with other members through online profiles or cell phone text messages.

Effective applications for government use of Twitter would be to re-broadcast the organization's news release headlines, news releases, testimonies, statements, public service announcements, accomplishments, job announcements and fact sheets. The emergency management community uses Twitter for local real-time updates and short nationwide announcements. Other uses of Twitter may be to alert citizens of emergency broadcasts, epidemics, recalls, hazardous materials incidents, national incidents, terrorists' threats and natural disasters.

Legal implications of Twitter relate primarily to the privacy of members that follow government Twitter accounts and the appearance of commercial endorsement. These risks can be mitigated by restricting Settings and use of Follow ability. (More details on specific usage policies can be found in Appendix A.

Facebook

Facebook is an online social networking site where members can create videos, update their status, create photo albums, post photos, post videos, write on their wall, instant message with other members, send internal e-mail to other members, find friends, add friends, become fans of groups and organizations.

Effective applications for government use of Facebook would be organization-sponsored public outreach programs that target segmented audiences, public service announcements, agency information, emergency broadcasts and other public affairs activities. Agencies would use Facebook primarily because it has a loyal audience with frequent logins that are often multiple times per day. Members often spend hours on Facebook every day. Facebook is a captive audience with targeted demographics and advertising opportunities.

11

Risks and mitigating actions

Entering into social media does come with some risk. However, those risks can be mitigated, if done properly.

Risk	Mitigation
Criticism arising from an inability to meet the demands of users to join conversations/answer enquiries, due to resource and privacy issues	*Reduce by managing expectations with clear, published social media policy; use holding replies where answer will need research; (only if swamped) respond to 'themes' not individual replies.*
Criticism arising from perceptions that our use of social media is out of keeping with the ethos of the platform (such as too formal/corporate, self-promoting or 'dry')	*Reduce by sourcing varied content. Accept that there will be some criticism regardless.*
Criticism of jumping on the bandwagon/waste of taxpayers' money /lack of return on investment/pointless content	*Reduce by evaluating against strategic objectives above and adhering to content principles below*
Inappropriate content being published in error, such as: • News releases under embargo • Protectively marked, commercially or politically sensitive information	*Establish 'light' but effective procedural controls and guidelines for social media users; require clearance of all posts through nominated people on external communications/ media team.*
Technical security of the social media accounts and potential for hacking and vandalism of content	*Change passwords frequently using strong passwords; only three members of communications team to have access to pw; avoid using unknown 3^{rd} party tools that require the account password*

RECOMMENDATIONS

1. That the Corporate Communications department sign-up for the various social media platforms, including Facebook, Twitter and YouTube.

2. That the Corporate Communications department serves as a centralized resource for the oversight and use of social media by the Town.

3. That the Corporate Communications department develops a centralized process available to all Town staff to submit information for consideration and potential publication using social media channels.

4. That the Corporate Communications department, when developing this centralized process, include actions to mitigate risks associated with entering social media.

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Internal Communications

Although the bulk of this strategic plan deals with external communications, a key factor of successful organizations is the execution of an effective internal communication plan.

The results of the recent internal communications survey (See Appendix D) suggest employees at the Town of Aurora feel there is not enough cross-departmental communications happening in the organization.

Currently most internal communications happens by e-mail or on the intranet. Since the majority of survey respondents would prefer to receive their communications by these two methods, it can be inferred that they are—in their current forms—not meeting their needs.

The current intranet is, for the most part, static text, consisting of mostly headlines on the main page.

Best practices in the field of communications (See Appendix B) include dynamic, interactive communications as being ones that best resonate with internal audiences.

Employees should feel that they are being allowed to consume corporate news in a way of their choosing. This can be accomplished by adding new internal communications channels.

An overhaul of the intranet to include interactive elements, along with departments taking more ownership of communicating important corporate news, will go a long way to improving the state of internal communications. Best of all, the communications survey results can be used as a baseline to track employee satisfaction and engagement as we roll out new and improved internal communications.

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Main Goals

In order to track the progress of our mission we need a set of realistic and measurable goals. The goals fall into two categories in order to align with council's desire for two strategic focuses—corporate and community.

Each goal addresses a gap identified earlier in this document. For example, the corporate goal of designing and executing integrated marketing/public relations campaigns for at least four corporate departments will allow communications to provide more corporate value than it has in the past. More details about the goals are in the next section.

Strategic alignment	Goal	Potential stakeholders	Timelines (2011)
Corporate	1. Design and execute integrated marketing/public relations campaigns for at least four corporate departments.	1. Communications 2. Parks and Leisure 3. Planning and Development 4. Customer and Legislative 5. Infrastructure and Environmental 6. Building and Bylaw 7. Strategic Initiatives 8. CAO's Office 9. Corporate and Financial	Dec. 31
Corporate	2. Redesign the Town's external website.	1. Communications 2. IT 3. All corporate departments	Dec. 31
Corporate	3. Redesign the Town's internal website.	1. Communications 2. IT 3. All corporate departments	June 30
Community	4. Design and execute one public relations campaign that engages at least 1,000 residents in a town-related initiative.	1. Communications 2. One corporate department	Dec. 31
Community	5. Add at least three new communication channels.	1. Communications 2. IT 3. External partner(s)	May 30
Community	6. Take part in at least four community-related events.	1. Communications 2. Mayor's office 3. External partner(s)	Dec. 31

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	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Design and execute integrated marketing/public relations campaigns	• Planning • Corp. and Financial Services • Parks and Leisure			• Building and Bylaw • Strategic Initiatives • Mayor's office • Parks and Leisure			• IES • Mayor's office • Parks and Leisure			• Customer Service • Mayor's office • Parks and Leisure		
Redesign the Town's external website				• Corp. and Financial Services • Communications • All departments (consultation)								
Redesign the Town's internal website and overall internal communications		• Corp. and Financial Services • Communications • All departments (consultation)										
Design and execute one public relations campaign that engages at least 1,000 residents in a town-related initiative	• Potential department: Parks and Leisure, Bylaw, IES, Planning, Customer Service											
Add at least three new communication channels	• Communications											
Take part in at least four community related events	Home Show *Select departments*			Aurora Art Show and Sale *Parks and Leisure*			Street Festival *Select departments*			Santa Under the Stars *Parks and Leisure*		

Recommendations and Goals Summary

1. That the Corporate Communications department review, revise and update its existing policies and processes for internal and external communications by the end of the first quarter of 2011.

2. That the Corporate Communications department serves as a centralized resource for the oversight and use of external communications by the Town.

3. That the Corporate Communications department develop a centralized process available to all Town staff to submit information for consideration and potential publication using appropriate channels.

4. That the Corporate Communications department sign-up for the various social media platforms, including Facebook, Twitter and YouTube.

5. That the Corporate Communications department serves as a centralized resource for the oversight and use of social media by the Town.

6. That the Corporate Communications department develops a centralized process available to all Town staff to submit information for consideration and potential publication using social media channels.

7. That the Corporate Communications department, when developing this centralized process, include actions to mitigate risks associated with entering social media.

8. That the Corporate Communications department design and execute integrated marketing/public relations campaigns for at least four corporate departments.

9. That the Corporate Communications department redesign the Town's external website to bring it up to Web 2.0 standards which will include more interactive elements for users. The redesign should also meet existing and emerging corporate needs.

10. That the Corporate Communications department redesign the Town's internal website bring it up to Web 2.0 standards which will include more interactive elements for users in order to improve cross-departmental communications.

11. That the Corporate Communications department design and execute one public relations campaign that engages at least 1,000 residents in a town-related initiative.

12. That the Corporate Communications department adds at least three new communication channels to engage residents in meaningful ways.

13. That the Corporate Communications department takes part in at least four community-related events.

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Endnotes

1. The Interactive Advertising Bureau of Canada (IAB Canada) released its Canadian Media Usage Trends Study on February 3, 2009.

The study consolidates audience data from a number of sources: PMB, NADbank, BBM RTS and comScore, with most of the data from Nadbank. The IAB Canada study reported audiences for five media platforms – television, radio, newspapers, magazines and internet – for 2001 and 2007, measured in terms of weekly share of minutes per capita for all adults in Canada ages 18 and over.

The total minutes spent across all five media platforms increased by almost 5 per cent between 2001 and 2007. However, the internet accounted for all of the growth in minutes, causing its relative share to rise from 14 per cent to 23 per cent.

The amount of time spent watching television did not drop; however, growth in total minutes spent with all media caused television's relative share to slip slightly from 36 per cent to 35 per cent. Magazines and newspapers also exhibited decreases of 1 per cent and 2 per cent points, respectively. Radio had the largest decrease in relative share, falling from 33 per cent to 29 per cent of weekly minutes spent.

2. Gallup research has shown that engaged employees are more productive, profitable, safer, create stronger customer relationships, and stay longer with their company than less engaged employees.

This latest research indicates that workplace engagement is also a powerful factor in catalyzing "outside-the-box" thinking to improve management and business processes as well as customer service.

(http://gmj.gallup.com/content/24880/gallup-study-engaged-employees-inspire-company.aspx)

3. According to a study by Russell Herder and Ethos Business Law, senior US marketing, management and HR executives are concerned about the risks of increased use of social networks within their companies.

51% percent of these executives fear social media could be detrimental to employee productivity, while 49% assert that using social media could damage company reputation.

Despite these apprehensions, says the study, social networking is being accepted as a key communications strategy. According to survey results:

- 81% believe social media can enhance relationships with customers/clients
- 81% agree it can build brand reputation
- 69% feel such networking can be valuable in recruitment
- 64% see it as a customer service tool
- 46% think it can be used to enhance employee morale

The most popular vehicles being used include:

- Facebook (80%)
- Twitter (66%)

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•YouTube (55%)
•LinkedIn (49%)
•Blogs (43%)

Much of senior management's direct experience with social media appears to be reactive versus proactive, concludes the report. 72% of executives say that they, personally, visit social media sites at least weekly:

•52% to read what customers may be saying about their company
•47% to routinely monitor a competitors' use of social networking
•36% to see what their employees are sharing
•25% check the background of a prospective employee

The national survey, which assessed social media workplace trends and adoption of policies governing social media, found that fewer than one in three respondents say their organization has a policy in place to govern social media use and only 10% of companies have conducted employee training on it.

Executives believe social media can potentially be detrimental to employee effectiveness and company reputation, sys the report. Those surveyed who are not using social media on a corporate basis say non-implementation is primarily due to concern about confidentiality or security issues (40%), employee productivity (37%) or simply not knowing enough about it (51%).

This may be why many organizations continue to prohibit workplace access to social networking sites. The study found that 40 percent of companies technically block their employees from accessing social media while at work. At the same time, 26% of companies use social media to further corporate objectives and 70% said they plan to increase the use of these new opportunities.

Even though social media communication is growing, only one in 10 executives say they have staff who spend more than 50% of their time on such efforts, and only 13% have included social media in their organizations' crisis communications plans.

Carol Russell, CEO of Russell Herder, says "Ignoring the need for responsible guidelines can leave an organization open to unnecessary risk and can impede efforts to use social media proactively and competitively in the marketplace... "

And, according to Ethos President David Baer, good social media policies are organization-specific, taking into consideration the philosophy and culture of the organization. Good policies should include, he says, "the need to respect confidential and proprietary information, as well as the sensitivity of potential conflicts of interest."

http://www.mediapost.com/publications/?fa=Articles.showArticle&art_aid=112098

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Appendices

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Appendix A

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Social Media Rules of Engagement

Corporate Communications will be the go-to department in terms of social media. This doesn't necessarily mean it will write all content. When appropriate, individuals within the organization will be given the ability – and the responsibilities that go along with it – to post on various Town of Aurora social media channels.

For the purposes of this section, social media means any facility for online publication and commentary, including without limitation blogs, wiki's, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, and YouTube. This policy is in addition to and complements any existing or future policies regarding the use of technology, computers, e-mail and the internet.

Aurora employees are free to publish or comment via social media in accordance with this policy. Aurora employees are subject to this policy to the extent they identify themselves as an Aurora employee (other than as an incidental mention of place of employment in a personal blog on topics unrelated to Aurora).

Before engaging in work-related social media, employees must obtain the permission of the Manager of Corporate Communications.

Publication and commentary on social media carries similar obligations to any other kind of publication or commentary.

All uses of social media must follow the same ethical standards that Aurora employees must otherwise follow.

Social media identities, logon ID's and user names may not use Aurora's name without prior approval from the Manager of Corporate Communications.

Your profile on social media sites must be consistent with your profile on the Aurora website or other Aurora publications. Profile information may be obtained from the Manager of Corporate Communications.

Official Aurora photographs must be used for your profile photograph. Aurora photographs can be obtained from Manager of Corporate Communications.

Don't Tell Secrets
It's perfectly acceptable to talk about your work and have a dialog with the community, but it's not okay to publish confidential information. Confidential information includes things such as unpublished details about our software, details of current projects, future product ship dates, financial information, research, and trade secrets. We must respect the wishes of our corporate customers regarding the confidentiality of current projects. We must also be mindful of the competitiveness of our industry.

Protect your own privacy
Privacy settings on social media platforms should be set to allow anyone to see profile information similar to what would be on the Aurora website. Other privacy settings that might allow others to post information or see information that is personal should be set to limit access. Be mindful of posting information that you would not want the public to see.

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Be Honest
Do not blog anonymously, using pseudonyms or false screen names. We believe in transparency and honesty. Use your real name, be clear who you are, and identify that you work for Aurora. Nothing gains you notice in social media more than honesty - or dishonesty. Do not say anything that is dishonest, untrue, or misleading. If you have a vested interest in something you are discussing, point it out. But also be smart about protecting yourself and your privacy. What you publish will be around for a long time, so consider the content carefully and also be cautious about disclosing personal details.

Respect copyright laws
It is critical that you show proper respect for the laws governing copyright and fair use or fair dealing of copyrighted material owned by others, including Aurora own copyrights and brands. You should never quote more than short excerpts of someone else's work, and always attribute such work to the original author/source. It is good general practice to link to others' work rather than reproduce it.

Respect your audience, Aurora, and your coworkers
The public in general, and Aurora's employees and customers, reflect a diverse set of customs, values and points of view. Don't say anything contradictory or in conflict with the Aurora website. Don't be afraid to be yourself, but do so respectfully. This includes not only the obvious (no ethnic slurs, offensive comments, defamatory comments, personal insults, obscenity, etc.) but also proper consideration of privacy and of topics that may be considered objectionable or inflammatory - such as politics and religion. Use your best judgment and be sure to make it clear that the views and opinions expressed are yours alone and do not represent the official views of Aurora.

Protect Aurora customers, business partners and suppliers
Customers, partners or suppliers should not be cited or obviously referenced without their approval. Never identify a customer, partner or supplier by name without permission and never discuss confidential details of a customer engagement. It is acceptable to discuss general details about kinds of projects and to use non-identifying pseudonyms for a customer (e.g., Customer 123) so long as the information provided does not violate any non-disclosure agreements that may be in place with the customer or make it easy for someone to identify the customer. Your blog is not the place to "conduct business" with a customer.

Controversial Issues
If you see misrepresentations made about Aurora in the media, you may point that out. Always do so with respect and with the facts. If you speak about others, make sure what you say is factual and that it does not disparage that party. Avoid arguments. Brawls may earn traffic, but nobody wins in the end. Don't try to settle scores or goad competitors or others into inflammatory debates. Make sure what you are saying is factually correct.

Think About Consequences
For example, consider what might happen if an Aurora employee is in a meeting with a customer or prospect, and someone on the customer's side pulls out a print-out of your blog and says "This person at Aurora says that service sucks."

Saying "Service X needs to have an easier learning curve for the first-time user" is fine; saying "Service X sucks" is risky, unsubtle and amateurish.

Once again, it's all about judgment: using your blog to trash or embarrass Aurora, our customers, or your co-workers, is dangerous and ill-advised.

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Disclaimers

Wherever practical, you must use a disclaimer saying that while you work for Aurora, anything you publish is your personal opinion, and not necessarily the opinions of Aurora.

The Manager of Corporate Communications can provide you with applicable disclaimer language and assist with determining where and how to use that.

Don't forget your day job.

Make sure that blogging does not interfere with your job or commitments to customers.

Social Media Tips

The following tips are not mandatory, but will contribute to successful use of social media.

The best way to be interesting, stay out of trouble, and have fun is to write about what you know. There is a good chance of being embarrassed by a real expert, or of being boring if you write about topics you are not knowledgeable about.

Quality matters. Use a spell-checker. If you're not design-oriented, ask someone who is whether your blog looks decent, and take their advice on how to improve it.

Are you adding value? There are millions of words out there. The best way to get yours read is to write things that people will value. Social communication from Aurora should help our residents, partners, and co-workers. It should be thought-provoking and build a sense of community. If it helps people improve knowledge or skills, build their businesses, do their jobs, solve problems, or understand Aurora better—then it's adding value.

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Appendix B

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The Importance of Internal Communications
By Lee Hopkins, IABC

Internal communication is a subset of effective business communication, which is built around this simple foundation: communication is a dialogue, not a monologue. In fact, communication is a dual listening process.

So Internal Communication, in a business context, is the dialogic process between employees and employer, and employees and employees.

So many times that latter process is forgotten by strategists and PR professionals – it should always be remembered that communication between employees is very often far more powerful than any communication from employer to employee.

Whereas the 'top-down', employer-driven communication is great for setting a communication agenda or discussion point, it is the peer-to-peer employee communications that determine the tone of the response back to the employer.

So, to sum up, 'Internal Communication' is the conversations that businesses have with their staff and those staff have with each other.

What activities and tactics are traditionally used for internal communication?

Over the years there have evolved various ways of communicating internally.

We started with informal and formal one-to-one and one-to-many meetings, where 'the boss' would communicate in a highly one-way fashion with employees.

Of course, the employees would then informally discuss with each other their views and opinions, out of earshot of 'the boss'.

Communication then evolved to include printed materials for formal, top-down message transmission – newsletters, annual reports, memos, and so on.

The advent of digital technology, and in particular the internet, introduced email into the business setting and with it the nature of communication radically changed.

No longer did a communication take a little while to produce, allowing for a period of reflection and consideration. Now anyone could 'bang off an email' at a moment's notice, often without consideration of the impact of the message.

Those who were unskilled and untrained in the art and impact of communication suddenly found themselves causing more angst than they realized.

Training took place amongst senior managers in the more enlightened organizations to show them the effects of poor communication habits.

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Today, digital technology has evolved to the point where not only can employees and employers freely email each other, forward messages without any editing (showing the whole conversational trail), and forward those messages outside of the corporate walls, but also employees and employers can use these emails to bring about grievance procedures, litigation and dismissal.

Equally, employers now find themselves at the mercy of employees who may email each other with libellous comments about competitors or fellow employees. Deleting these emails from personal inboxes has proven to be no defence against litigation and investigation by external regulators and legal agencies.

Today there are a plethora of techniques and technologies used to communicate, both up/down and side-to-side within an organization:

- One-on-one meetings
- Staff/team meetings
- Emails
- Voice mails
- Video broadcasts
- Intranets
- Audio files (usually downloadable audio, but increasingly sent out via rss technology ['podcasts'])
- Staff-to-staff newsletters
- Corporate newsletters
- Annual Reports
- Quarterly Reports
- Roadshows

What's the importance of internal communications? Why do smart organizations spend so much time on it?

Smart organizations recognise that employees will always talk with each other, so it is better to set the agenda and informal discussion points than have them dictated by an uninformed staff.

This is no different from external communications, where the role of the PR practitioner and business communicator is to engage with and reflect the position of the employer or business to that employer or business' larger group of 'publics' – that is, anyone who may have any impact on or be impacted by the organisation.

A large number of studies by both professional management groups and professional communications bodies consistently finds that 'communicating with employees' is a useful and powerful way of engendering greater 'engagement' – the propensity of the employee to want to come to work and want to contribute to the success of the company.

Some professional employee consultants argue that 'engagement' is at a lower level now than, say, twenty years ago (mostly due to the changes in job security, the shifting demographics of the workforce and the more fluid requirements of businesses to be able to change to meet the demands of their rapidly changing marketplaces).

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Smart employers realize that in environments where employees are able to move from one employer to another with relative ease, it is in the company's best interests to retain the smarter and more productive employees; doing all they can to communicate with them, inform them, influence them and enter into some sort of psychological contract with them is a wise move.

Equally, in environments where employees have less chance to move, smart employers recognise that an unhappy and trapped employee is a potential liability.

Four essential elements of successful internal communications

If you ensure that your internal communications have taken into consideration the following four elements, you can be assured that your message will have a very high chance of not only being noticed, but actually achieve its communication goal:

- Is focused on one (only) specific strategic business issue

- Is written in language the receiver is able to comprehend

- Has an outcome that is specific and measurable

- Is delivered in a timely manner and in a medium that the receiver is willing and happy to receive it in

Lee Hopkins is one of Australia's foremost experts on communications and social media. He is a member of IABC and runs a communications consulting firm.

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Appendix C

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Social Media Glossary

A

A-List bloggers: A-List bloggers are the blogging elite with heaps of daily blog posts and zillions of links to their blogs

Above the fold: Refers to the section of a web page that is visible to a visitor without the need to scroll down

Access: The ability to see what you are trying to view eg. You can access a friend's photo but not their profile

Adsense: Google's pay-per-click, context-relevant program available to blog and web publishers as a way to create revenue

Adwords: The advertiser program that populates the Adsense program. The advertiser pays Google on a per click basis

Advertising network: Sells ads across multiple publishers in order to optimise ad delivery based on the user rather than context eg. Adknowledge, RockYou, Social Cash, DoubleClick

Affiliate: A partnership site that links to your own site is called an affiliate

Affiliate marketing: Affiliate marketing is a partnership between a website owner (affiliate) and a retailer (affiliate merchant) whereby the website owner advertises the retailer on their site and receives a fee for every lead or sale generated

Affiliate network: CPA ads for multiple retailers across multiple publishers. Eg. Affiliate Window, TradeDoubler

Aggregator: A web-based tool or desktop application that collects syndicated content

AJAX: An acronym (Asynchronous Java Script and XML) representing a way to create real-time Web applications

Akismet: Comment spam filter popular with WordPress blogs

Alerts: Tool to get a search engine to tell you whenever a new page is published on the web which includes your specific keyword

Anonoblog: A blog site authored by a person or persons who don't publish their name

API: An acronym (Application Programming Interface) representing a computer system or application allowing for requests to be made of it by other programs and allows for data to be exchanged

App: An app is simply an application that performs a specific function on your computer or handheld device

Archives: Most often an index page, often organizing posts or entries by either category or date

AstroTurfing: A fake grass roots push to generate buzz or interest in a product, service, or idea. Often this movement is motivated by a fee or gift to the writer of a post or comment or may be written under a phony pseudonym

Atom: A popular feed format used for syndicating content

Authentication: You are who you say you are

Authorisation: You are allowed to perform the action what you are trying to do

Avatar: A graphical image or likeness that replaces a photo of the author of the content on a blog

B

Back channel: Communications are private emails or other messages sent by the facilitator or between individuals during public conferencing. They can have a significant effect on the way that public conversations go

Badge: An image, usually squared and displayed on a blog, which signifies the blogger's participation in an event, contest, or social movement

Biz Blogs: Blogs that are written by companies and organisations are known as business blogs and are a great way to communicate with your customers, partners and employees

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Bliki: A blog that can be edited by readers or an agreed group of collaborators – a combination of a blog and a wiki

Blog: Editorless web publishing tool. Eg. WordPress, Blogger, MovableType

Blog digest: A blog digest reports on, and summarises, other related blogs on a daily basis

Blogging: Is the act of writing in one's blog

Blogosphere: General term for all the blogs on the internet

Blog Post/Entry: Content published on a blog. Entries may include pictures or embedded videos and links URLs for online sources used

Blog storm: A blog storm or blog swarm is when bloggers in the blogosphere write thousands of posts about a subject which then forces the story into the mainstream media

Blogroll: List of recommended blogs

Boardreader: An aggregator of message boards and forum discussions

Bookmarking: Is saving the address of a website or item of content, either in your brower, or on a social bookmarking site like del.icio.us

Bookmarklet: A bookmarklet (or favelet) is a "faux" bookmark containing scripting code, usually written in JavaScript, that allows the user to perform a function

Bulletin boards: Were the early vehicles for online collaboration, where users connected with a central computer to post and read email-like messages. They were the electronic equivalent of public notice boards. The term is still used for forums

C

Campaign: An online campaign is a set of coordinated marketing messages, delivered at intervals, with a specific goal, such as raising funds for a cause or candidate or increasing sales of a product

Canvas: The screen area that an application can use to serve content and features within a social network

Categories: Are pre-specified ways to organise content – for example, a set of keywords that you can use but not add to when posting on a site

Cause marketing: Is a business relationship in which a for-profit and a nonprofit form a partnership that results in increased business for the for-profit and a financial return for the nonprofit

Champions: In order to get conversations started in an online community, you need a group of enthusiasts willing and confident to get things moving by posting messages, responding, and helping others

Chat: Is interaction on a web site, with a number of people adding text items one after the other into the same space at (almost) the same time

Civic media: Is any form of communication that strengthens the social bonds within a community or creates a strong sense of civic engagement among its residents

Cloud computing (also called "the cloud"): Refers to the growing phenomenon of users who can access their data from anywhere rather than being tied to a particular machine

Cluster: Groupings of content with similar tags. Eg. Flickr Clusters

Collaboration: being able to discuss and work with people across boundaries of organisation, time and space. Activities like commenting, social bookmarking, chatting and blogging help develop the trust necessary for collaboration

Comments: Blogs may allow readers to add comments under items, and may also provide a feed for comments as well as for main items

Communities (online communities): Are groups of people communicating mainly through the Internet. They may simply have a shared interest to talk about or more formally learn from each other and find solutions. Online communities may use email lists or forums, where content is centralised. Communities may also emerge from conversations around or between bloggers

Community building: Is the process of recruiting potential community or network participants,

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helping them to find shared interests and goals, use the technology, and develop useful conversations

Compete: Provides web analytics (i.e. unique monthly visitors to the site) and enables people to compare and contrast up to 5 different sites at a time

Connect (Facebook Connect / Friend Connect): The ability for me to bring my friends with me to existing sites, the ability for existing web sites to allow users to login with their Facebook or Google accounts

Content: Is used here to describe text, pictures, video and any other meaningful material that is on the Internet

Content management systems (CMS): Are sometime described as the Swiss Army knives of social media. They are software suites offering the ability to create static web pages, document stores, blog, wikis, and other tools

Context ads: Adverts placed directly inside or next to relevant content or features. Eg. Celebrity ads on Spotted!, FMCG goods as virtual gifts

Conversation: Through blogging, commenting or contributing to forums is the currency of social networking

CPA (Cost Per Action): The publisher is remunerated based on specific actions the user does. Eg. affiliate ads

CPC (Cost Per Click): The publisher is remunerated when the user clicks on an advert link – eg. Google Adwords

CPM (Cost Per Mile (thousand impressions)): The publisher is remunerated every time the user sees the advert. Eg. DoubleClick ads

CPI (Cost Per Install): A specific type of CPA where the action is the installation of a social application

Creative Commons: Is a not-for-profit organization and licensing system that offers creators the ability to fine-tune their copyright, spelling out the ways in which others may use their works

Crowdsourcing: Outsourcing to several competitors (usually individuals) and awarding a prize to the winning entry – eg. 99designs.com

Culture: Social media only works well in a culture of openness, where people are prepared to share

Cyberspace: Has been widely used as a general term for the Internet or World Wide Web

D

Dashboard: The administration area on your blog software that allows you to post, check traffic, upload files, manage comments, etc

Date-Based Archives: The archives of a blog site, organized by time-stamp. Almost every blog will have some form of time-stamp and many archives are listed along the sidebar. Some list in weekly, but most on a month-by-month basis

Delicious: A social bookmarking site and a property of Yahoo! Allows users to quickly store, organize (by tags) and share favorite web pages. You can also subscribe to RSS feeds of other users and share a page specifically with another user

Digg: Is a popular social news site that lets people discover and share content from anywhere on the Web. Users submit links and stories and the community votes them up or down and comments on them. Users can "digg" stories they like or "bury" others they don't

Digital inclusion (or e-inclusion): Is an effort to help people who are not online gain access with affordable hardware, software, tech support/information and broadband Internet service, so they can begin to use this technology to improve their lives

Digital story: Is a short personal nonfiction narrative that is composed on a computer, often for publishing online or publishing to a DVD

Do-good networks: Online communities aimed at making the world a better place

Domain Name: The identifying name of an internet site

Dooced: A term associated with someone getting fired for the content written in a blog post or web

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site (not for the act of writing, but for what was published)

Drupal: Is a free, open-source platform and content management system written in php. It is often used as a "back end" system that powers community features on many different types of sites, ranging from personal blogs to large corporate and political sites

E

eBook: Is an electronic version of a traditional printed book that can be downloaded from the Internet and read on your computer or handheld device

Ecosystem: A community and their environment functioning as a whole. The blogosphere can be viewed as an ecosystem

Ecto: A stand-alone publishing application, allowing users to compose posts offline

Edublog: A blog site focused on education, be it teacher, administrator, consultant or student

EFF: The Electronic Frontier Foundation (EFF) is the leading civil liberties group defending your rights in the digital world

Embedding: The act of adding code to a website so that a video or photo can be displayed while it's being hosed at another site. Many users now watch embedded YouTube videos or see Flickr photos on blogs rather than on the original site

Engagement Ad: A display advert that includes interactivity specific to the particular social network. Eg. Your friend John became a fan of British Cycling. Become a fan

Entry: An individual post or article published on a blog. Each of these entries, while appearing in an index, are also web pages unto themselves

Event Blog: A blog specifically launched as a companion to an event

Expression Engine: A robust content management system (CMS)

Eye Rest: Using "gifts" in your posting to give your readers a rest. Includes images, bold text, bullet points, lists, and hyperlinks

F

Facebook: Is the most popular social networking site in the western world, with close to 300 million members. Members' home page streams can now be seen in a wide range of applications and devices

Face-to-face: Is used to describe people meeting offline

Fair use: Is a doctrine in U.S. law that permits limited use of copyrighted material without obtaining the permission of the copyright holder

Feed: Content served at regular intervals eg. the latest articles from a blog or social actions by your friends

FeedBlitz: An RSS service that makes it easy for those addicted to email

FeedBurner: Iis a Google tool allowing web sites, blogs and podcasts to "burn" content into a simple way for readers to subscribe (incl. email)

Feed Reader: An aggregator of content, subscribed to by the user, so that specific content or search results arrives in their "reader"

Findability: Refers to being locatable. Though tied closely with Information Architecture on the Web, particularly within one site, findability has also become a popular term in creating a findable, locatable and navigable presence on and across the web and social networking

Flash mob: Is a group of individuals who gather and disperse with little notice for a specific purpose through text messages, social media or viral emails

Flickr: Is the world's premier photo sharing and hosting site. Its members have uploaded more than 3 billion photos

Folksonomy: Categorisation taxonomy agreed by democracy rather than by authority. Eg. del.icio.us

Forums: Are discussion areas on websites, where people can post messages or comment on existing messages asynchronously -- that is, independently of time or place

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Friend (noun):   A person with whom you have a mutually agreed connection
Friend (verb):   The act of adding a person to your social graph on a particular social network. Eg. "friend me on Facebook"
Friend List: A user's personal sub-categorisation of friends on a social network eg. Co-workers, Current Friends, Clients, Old Friends

G
Geotagging: Is the process of adding location-based metadata to media such as photos, video or online maps. Geotagging can help users find a wide variety of businesses and services based on location
Groundswell: A social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations
Groups: Are collections of individuals with some sense of unity through their activities, interests or values

H
Haloscan: A free, easy to use commenting, ratings and trackback service for weblogs and websites, allowing visitors to leave instant feedback. Popular on Blogger sites
Hashtag: Is a community-driven convention for adding additional context and metadata to your tweets. Similar to tags on Flickr, you add them in-line to your Twitter posts by prefixing a word with a hash symbol (or number sign). Twitter users often use a hashtag like #followfriday to aggregate, organize and discover relevant posts
Hat Tip: A hat tip is a public acknowledgment to someone (or a website) for bringing something to the blogger's attention
Hits: A measurement used in Web analytics, a "hit" is often defined as *any request* for a file from a Web server
Hosting: A blog, video or podcast needs a hosting service before it can appear online
Hyperlink: A navigational reference to another document or page on the World Wide Web
Hyper-local community: A group of people from a specific location who interact in online communities and use social media tools

I
Identity: The general term for ensuring the correct representation of a particular individual on a web application
Influencer: A person specialized in a specific subject matter and highly recognized in an online community that has the ability to sway others' thoughts
Instant messaging (IM):   Is chat with one other person. using an IM tool like AOL.Instant Messenger, Microsoft Live Messenger or Yahoo Messenge
Internet newsroom: Is an area of a corporate website that communicates corporate messages and makes content available to the news media and the public

J
Joining up: Is a big opportunity – and challenge – in the world of social media and networking. On the one hand links, tags and feeds – together with the spirit of openness – means content in different places can be brought together (aggregated). On the other hand, the move from groups to networks, and forums to blogs, means that content is spread around and there is seldom a one-stop-shop

K

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L

Lifecasting: Is an around-the-clock broadcast of events in a person's life through digital media

Lifestreaming: Is the practice of collecting an online user's disjointed online presence in one central location or site. Lifestreaming services bring photos, videos, bookmarks, microblog posts and blog posts from a single user into one place

Links are the highlighted text or images that, when clicked, jump you from one web page or item of content to another. Bloggers use links a lot when writing, to reference their own or other content. Linking is another aspect of sharing, by which you offer content that may be linked, and acknowledge the value of other's people's contributions by linking to them. It is part of being open and generous

Listening: In the blogosphere is the art of skimming feeds to see what topics are bubbling up, and also setting up searches that monitor when you or your organisation is mentioned

Lurker: Someone who reads social media content but rarely contributers. The usual ratio is 1% creator, 10% commenter and 89% lurker

M

Mapping: Networks enables you see who are the main connecting people. To do that you may need to ask people who they communicate with most frequently. If you want to grow an online community or network from an existing "real world" network, it will be important that the key people in the network overlap with the champions for online networking

Mashup: Combining two or more web services to create something new. Eg. combining Twitter posts with Google maps to create TwitterVision

Meme: In the context of web logs / blogs / blogging and other kinds of personal web sites it's some kind of list of questions that you saw somewhere else and you decided to answer the questions. Then someone else sees them and does them and so on and so on

Message Boards: An online discussion site; people looking to discuss particular issues or needing support post threads (a message) on the forum or message board in hopes to gain more information or start a conversation

Metadata: Refers to information — including titles, descriptions, tags and captions — that describes a media item such as a video, photo or blog post

Microblogging: Is the act of broadcasting short messages to other subscribers of a Web service. On Twitter, entries are limited to 140 characters, and applications like Plurk and Jaiku take a similar approach with sharing bite-size media

Micro-philanthropy: Donating in small amounts ($1, $5, $10, $20)

Moblogging: Posting to your blog via your mobile phone

Monetisation: The approach to making money from your online property usually by display advertising, subscription, affiliate links, or context advertising (eg. sponsored ads on search)

Movable Type: Is a publishing platform a served web publishing platform (it sits on your server) created by SixApart

Multimedia: Media and content in different forms such as videos, pictures, etc. Examples include YouTube and Flickr

MyBlogLog: A Yahoo-owned community and social networking site that tracks traffic and visits to member sites

MySpace: An online social network. MySpace caters to artists and bands, who enjoy the flexibility of creating an individual "look" for their page. MySpace allows users to "friend" each other and create groups

N

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Navigation (Nav): A menu of links or buttons allowing users to move from one web page to another within a site

NetNewsWire: A free RSS news aggregator for the MAC

Network: A Facebook term for a broader social grouping such as a city, large company or university. Eg. London, Yahoo, King's College

News Aggregator: A web-based tool or desktop application that collects syndicated content

News feed (aka ch-ch changes, activity stream):   Throttled, filtered amalgamation of friend generated stories over the past 48 hours

NewsGator: An RSS company that provides us with FeedDemon, NetNewsWire, its own web-based feed reader and powers the feeds in Microsoft Outlook

News reader (sometimes called a feed reader, RSS reader or news aggregator):   Gathers the news from multiple blogs or news sites via RSS feeds selected by the user, allowing them to access all their news from a single site or program

Newsvine: An open source, community news service, which lets members customize the news viewed by "seeding" articles or posting for others to view and rate

NoFollow: An HTML attribute instructing search engines to not allow a hyperlink to a web page to be influenced in ranking by that link. Originally implemented to combat certain types of search-engine spam

Notification: A low importance message either generated automatically or as a result of a friend's action

O

Offline: Means not online, that is, not connected to the Internet

Online: Means being connected to the Internet, and also being there in the sense of reading or producing content

Online advertising: One or a combination of CPA, CPC, CPM or Tenancy. Search is a form of CPC but is so large (Google Adwords) that it usually referred to separately

Online community: A group of people using social media tools and sites on the Internet

OpenID: Is a single sign-on system that allows Internet users to log on to many different sites using a single digital identity, eliminating the need for a different user name and password for each site

Open media: Refers to video, audio, text and other media that can be freely shared

Openness: Is being prepared to share and collaborate -- something aided by social media

OpenSocial: A technology for deploying the same application across multiple platforms (MySpace, Friendster, Hi5 but not Facebook or LinkedIn)

Open video: Refers to the movement to promote free expression and innovation in online video. With the release of HTML5, publishers will be able to publish video that can be viewed directly in Web browsers rather than through a proprietary player

P

Page (aka Brand Page, Fan Page):   The anthropomorphic representation of a brand within a social network

Paid search marketing: Is the placement of paid ads for a business or service on a search engine results page. An advertiser pays the search engine if the visitor clicks on the ad (pay-per-click or PPC)

Permalinks: Are the permanent URLs to your individual weblog posts, as well as categories and other lists of weblog postings. A permalink is what another weblogger will use to link to your article (or section), or how you might send a link to your story in an e-mail message

Personal media: User-created material — refers to grassroots works such as video, audio and text

Platform: The ability for third parties to serve additional applications to users eg. The Facebook Platform

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Podcast: A downloadable radio show designed to be listened to on an ipod

Podsafe: Is a term created in the podcasting community to refer to any work that allows the legal use of the work in podcasting, regardless of restrictions the same work might have in other realms, such as radio or television use

Poke: Smallest unit of communication on a social network eg. you have just been poked by Jane, do you want to poke back?

Privacy settings: The ability to limit social content by network or friend lists

Profile: The online representation of an individual's identity

Property: A generic term for a page, application, widget or web site

Public domain: A work enters the public domain when it is donated by its creator or when its copyright expires. A work in the public domain can be freely used in any way, including commercial uses

Public media: Refers to any form of media that increase civic engagement and enhance the public good

Q

Quantcast: Used to measure the amount of traffic a URL receives, as well as data about the readership (demographics, psychographics, etc.)

R

Readiness is a check on whether you – or your organisation – are prepared to engage with social media

Registration: Is the process of providing a username, password and other details when seeking to access a website that has restricted access

Remix: Is any work that takes elements from two or more media files and mashes them together to create a new piece of media

Retention Loop: The application dynamic that encourages me to return regularly to an application

Rich Media Ad: A display advert that includes video or interactivity

RSS (Really Simple Syndication): Is a Web standard for the delivery of content — blog entries, news stories, headlines, images, video — enabling readers to stay current with favorite publications or producers without having to browse from site to site. RSS feeds let users subscribe to content automatically and read or listen to the material on a computer or a portable device

S

Screencast: Is a video that captures what takes place on a computer screen, usually accompanied by audio narration. A screencast is often created to explain how a website or piece of software works, but it can be any piece of explanatory video that strings together images or visual elements

Search engine marketing (SEM): Is a series of online tactics that, when combined with SEO, helps to attract customers, generate brand awareness and build trust. SEM (sometimes called search marketing) seeks to increase websites' visibility chiefly through the purchase of pay-per-click ads and paid inclusion

Search engine optimization (SEO): Is the process of arranging your website to give it the best chance of appearing near the top of search engine rankings

Sentiment: A level of assessment that determines the tone of an article, blog post, a company, etc.; usually positive, negative, or neutral

Share: The act of sharing a piece of content with specific friends or "posting to profile" so that those friends particularly interested in me will read it

Sidebar: A column (or multiple columns) along either or both sides of a blog site's main content area. The sidebar is often includes contact information of the author, the blog's purpose and

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categories, links to archives, honors and other widgets the author includes on the site

SOB: A badge of honor in the spirit of community and knowledge sharing. Created by **Liz Strauss** at *Successful (and Outstanding) Blog(gers)*

Social Action: An interaction on a social network that triggers a story to be posted to a user's profile. E.g. Toby just added an Ipod to his wish list.

Social Ad: A display advert targeted to a particular social demographic (age, location, relationship status) or profile data (job, interests)

Social bookmarking: Is a method by which users locate, store, organize, share and manage bookmarks of Web pages without being tied to a particular machine. Users store lists of personally interesting Internet resources and usually make these lists publicly accessible. Delicious is the best-known social bookmark site

Social capital: Is a concept used in business, nonprofits and other arenas that refers to the good will and positive reputation that flows to a person through his or her relationships with others in social networks

Social Graph: An online representation of your real world network of relationships. This is created only through mutual consent ("friending" someone)

Social Media: Are works of user-created video, audio, text or multimedia that are published and shared in a social environment, such as a blog, podcast, forum, wiki or video hosting site. More broadly, social media refers to any online technology that lets people publish, converse and share content online

Social Media Optimization (SMO): Is a set of practices for generating publicity through social media, online communities and social networks. The focus is on driving traffic from sources other than search engines, though improved search ranking is also a benefit of successful SMO

Social Network: An online environment to share, communicate and play with your friends . eg. Myspace, Bebo, Hi5, Friendster, Orkut (also see social network platforms that allow you to create your own social network such as Ning)

Social networking: Is the act of socializing in an online community. A typical social network such as Facebook, LinkedIn, MySpace or Bebo allows you to create a profile, add friends, communicate with other members and add your own media

Social news: Sometimes called social sites, social news sites encourage users to submit and vote on news stories or other links, thus determining which links are showcased

Social Remixing: Mash up between a user's social data (photos, friends etc.) and a brand or product to create something new. A Nudge creative process

Social tools (sometimes called social software): Are software and platforms that enable participatory culture — for example, blogs, podcasts, forums, wikis and shared videos and presentations

Social Utility: An editorless, rules based, Social Network. E.g. Facebook operates as an ecosystem rather than as a channel

Spambot: Automatic software robots that post spam on a blog

Splogs (short for spam blogs): Blogs not providing their own or real content. Unscrupulous publishers use automated tools to create fake blogs full of links or scraped content from other sites in order to boost search engine results

Status: 140 character description of what a user is doing right now. E.g. Toby is writing a glossary of Social Media terms

Streaming media: Unlike downloadable podcasts or video, streaming media refers to video or audio that can be watched or listened to online but not stored permanently

Style or Style sheet: CSS that determines the look/feel of a site

Subscribing: Is the process of adding an RSS feed to your aggregator or newsreader. It's the online

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equivalent of signing up for a magazine
Syndication: Allows your blog content to be distributed online

T
Tag cloud: is a visual representation of the popularity of the tags or descriptions that people are using on a blog or website. Popular tags are often shown in a large type and less popular tags in smaller type
Tagging: The slightly secretarial act of allocating particular keywords to content eg. Flickr photos
Tags: Are keywords added to a blog post, photo or video to help users find related topics or media, either through browsing on the site or as a term to make your entry more relevant to search engines
Technorati Authority: Used to determine the number of times a keyword or URL are mentioned and linked in blogs
Teleconferencing: Is holding a meeting without being in the same place, using a network connection and tools like Voice over IP, Instant Messaging, Video, and Whiteboards
Tenancy (sponsorship): The advert is displayed for a set period of time. Eg. Pampers sponsors Netmums
Terms of service (TOS): Are the legal basis upon which you agree to use a website, video hosting site or other place for creating or sharing content
Threads: Are strands of conversation. On an email list or web forum they will be defined by messages that use the use the same subject. On blogs they are less clearly defined, but emerge through comments and trackbacks
Trackback: Some blogs provide a facility for other bloggers to leave a calling card automatically, instead of commenting. Blogger A may write on blog A about an item on blogger B's site, and through the trackback facility leave a link on B's site back to A. The collection of comments and trackbacks on a site facilitates conversations
Troll: Is someone who posts controversial, inflammatory, irrelevant or off-topic messages in an online community, such as an online discussion forum or chat room, with the primary intent of provoking other users into an emotional response or to generally disrupt normal on-topic discussion
Tool: Is used here as shorthand for a software applications on your computer, and also for applications that are Web-based
Transparency: Enhancing searching, sharing, self-publish and commenting across networks makes it easier to find out what's going on in any situation where there is online activity
Tweet: A post on Twitter, a real-time social messaging system
Tweetup: An organized or impromptu gathering of people who use Twitter. Users often include a hashtag, such as #tweetup or #sftweetup, when publicizing a local tweetup
Twitter : Twitter is a popular social network, unveiled to the public in July 2006, that lets members post updates of no more than 140 characters. People have begun using Twitter in interesting ways to point to news stories, to raise funds for charity, and other unexpected uses
Twitterverse: Akin to blogs and the blogosphere, the Twitterverse is simply the universe of people who use Twitter and the conversations taking place within that sphere

U
User generated content (UGC): Stands for user-generated content, an industry term that refers to all forms of user-created materials such as blog posts, reviews, podcasts, videos, comments and more
Unconference: Is collaborative learning event organized and created for its participants by its participants
Update: A newsletter sent to Fans of a Page
Upload: Is to transfer a file or other content from your computer to an Internet site

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URL: Uniform Resource Locator is the technical term for a web address, eg
http://thesocialmediaguide.com.au

V
Videoblog (or vlog): Is simply a blog that contains video entries. Some people call it video podcasting, vodcasting or vlogging
Viral Loop: The dynamic that encourages me to share a property with my friends
Viralocity: The number of new users gained for each user. eg. a viralocity of 1 means for each user one new user is gained
Virtual world: Is an online computer-simulated space like Second Life that mixes aspects of real life with fantasy elements
Voice over Internet Protocol (VOIP) enables you to use a computer or other Internet device for phone calls without additional charge, including conference calls, eg Skype

W
Wall: Shared discussion board specifically about an individual and displayed on the individual profile
Warm Traffic: Sending users to your web site that have already been engaged via a social page or app – eg. "warmed up" users who are more likely to convert to customers
Web 2.0: Refers to the second generation of the Web, which enables people with no specialized technical knowledge to create their own websites to self-publish, create and upload audio and video files, share photos and information and complete a variety of other tasks
Web analytics: Is the measurement, collection, analysis and reporting of Internet data for the purpose of understanding who your visitors are and optimizing your website
Web-based tools: Google, Yahoo and a host of other commercial organisations provide an increasing range of free or low-cost tools including email, calendars, word processing, and spreadsheets that can be used on the web rather than your desktop
Webcasting: refers to the ability to use the Web to deliver live or delayed versions of audio or video broadcasts
Web conferencing: Is used to conduct live meetings or presentations over the Internet
Web feed: Such as RSS or Atom, allow you to read, listen or watch new content on a blog or a website without having to revisit that site
Webinar: Short for Web-based seminar, a webinar is a presentation, lecture, workshop or seminar that is transmitted over the Web
Widget (sometimes called a gadget, badge or applet): Is a small block of content, typically displayed in a small box, with a specific purpose, such as providing weather forecasts or news, that is constantly updating itself (typically via RSS). Widgets make it easy to add dynamic content to your site or blog
Wiki: A technology designed to allow many different people to edit a web page by providing an easily reversible audit trail of edits and changes. The best example of this in practice is the Wikipedia project
Word-of-mouth marketing: Sometimes called grassroots marketing or conversational marketing, is an umbrella term for dozens of techniques that can be used to engage and energize customers
WordPress: Is a popular open source blog publishing application
X
XML (or Extensible Markup Language): Is an advanced language developed by the World Wide Web consortium (W3C) to complement HTML. HTML is about displaying information, while XML is about describing information
Y
YouTube: Is a video sharing website where you can upload, view, share and comment on clips from TV, film and amateur videos
Z

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General Committee Meeting Agenda
Tuesday, May 5, 2015

Item 16 Page - 48

Attachment 2

<u>No. 53</u>
Page 1 of 21

T<small>OWN OF</small> AURORA
ADMINISTRATION PROCEDURE NO. 53

Subject: 2000	**Communications**	**Effective: January 1,**
Authority:	**Council**	**Revised:**

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PREAMBLE

Effective external communication is vital to any organization and is a service provided by an organization to the public. It is a central part of municipal/public communications and a major part of customer service. In a time of reduced resources with an increased focus on service improvement, the Town of Aurora is faced with the challenge of strengthening communications with its constituents. It is the objective of this policy to establish guidelines for the Staff Editorial Committee to use in the evaluation of content intended to communicate with the public which conforms to corporate standards to ensure residents are kept informed about and interested in their municipality.

As municipal governments are the most accountable and accessible level of government, it is the Corporation's responsibility to provide notice and to keep the public informed of existing and proposed municipal programs and policies so that they can judge the performance of their government. This is also in keeping with Goal E of the Town's Strategic Plan which refers to promoting accessible government.

The Town of Aurora communicates with the public in many ways. Before information is provided to the public through either the Notice Board, Council Bulletin Boards, Outdoor Message Sign or the Web Site, it is submitted to the Editorial Committee for comment and approval.

A. The Editorial Committee Responsibilities

The Editorial Committee was established by Council in 1993 as a Committee which follows a formal process to review material which is provided as information to the public. The Committee consists of staff representatives from various departments, and is chaired by the Marketing/Communications Coordinator. Information to be provided to the public is collated and distributed to the committee members who meet on a weekly basis.

Before the information is provided to the Committee it must be proof-read to ensure that grammar and spelling are correct. Information provided to the Committee must be "camera ready" and include any required logos, graphics and borders. It must also be timely, accurate, legal, relevant and <u>not</u> biased, political, defamatory or of an objectionable nature that would have a negative impact on the Corporation or its stakeholders.

Placement of information is subject to timing and space limitations. If, in certain circumstances, information is of an urgent nature and if time constraints prevent substantial information from being

reviewed by the Editorial Committee, the information will be published/released at the discretion of the Chief Administrative Officer or designate. Publications containing certain information will be reviewed by the solicitor at the discretion of the Chief Administrative Officer.

Schedules "A" Notice Board, "B" Bulletin Boards, "C" Outdoor Electronic Message Sign and "D" Web Site attached to this Policy, represent the types of communication requiring Editorial Committee Review.

B. <u>Copyright</u>

The Town of Aurora maintains the copyright for all original material created in the course of municipal business.

In order to preserve the Town's rights in this regard, all original documents containing analysis or opinion shall, prior to being released to the public or any external agency, contain the following statement:

All contents Copyright © 1999 (or the year of the creation of the document) the Corporation of the Town of Aurora, One Hundred John West Way, Aurora, Ontario L4G 6J1. All rights reserved. No licence is granted in connection with the materials contained herein unless expressly given in writing. Republication or distribution is expressly forbidden without written authorization.

Department Heads shall be responsible for determining the appropriate instances in which copyright should be reserved for communications originating from their respective departments.

C. <u>Trademarks</u>

The Town of Aurora has registered logos and has received trademark protection for them (Schedule "E" attached).

Wherever these logos appear in a medium which will be accessible to the public, the "®" symbol should be used next to the trademark to indicate that the mark has been registered.

D. <u>Disclaimer</u>

Where publications are being released which contain analysis, data or opinion the following clause should be included to protect the Corporation from liability:

The Town of Aurora makes every effort to ensure that the material provided in Town of Aurora publications is the most accurate and up-to-date information available, but makes no warranties, expressed or implied, as to the reliability or accuracy of this information.

Advice or information contained herein should not be relied upon for personal, medical, legal or financial decisions and you should consult an appropriate professional for specific advice tailored to your situation.

Attachment 3

MEMORANDUM

TO:	*Management Team*
FROM:	*Kristen Yemm*
DATE:	*March 26, 2003*
RE:	*Website Submission Process*

In December of 2002, the responsibility for the management of content and design for the Town website was shifted from the Treasury Department to the Corporate Services Department.

At this time, the Corporate Services Department will be utilizing the process outlined in Administration Procedure No. 53 (Communications - Schedule "D" – Website) to handle Departmental Website Submissions.
****
ADMIN PROCEDURE NO. 53
Schedule D - Website

SUBMISSION PROCESS
Roles & Responsibilities

Department Heads
- Department Heads will designate two staff members (a primary and secondary) as ***Information Providers*** responsible for compiling, updating and submitting website content for their respective Departments

- Content must be approved by the appropriate Department Head prior to submission

Information Providers
- Are responsible for submitting accurate information that has been thoroughly proofed for correct spelling, grammar and dates.

- Responsible for sending information via e-mail to the following Webmasters:
Carrie Eastwood, Primary Webmaster, Cindy Townsend, Secondary Webmaster and Kristen Yemm, Website Coordinator

Each website posting should specify the following;
- The appropriate start date for posting

- All (web page) locations where the submission (or links) should be posted or revised

- The date the Information expires and should be removed from the site

- To store any files that will have reoccurring use on the website

- Review of all Departmental information to ensure website is up-to-date and accurate

- Providing files in the appropriate format (i.e. HTML, PDF, JPEG)

- To ensure that submissions have been posted accurately to the website.

- To report any technical or content problems to the Primary Webmaster (Carrie Eastwood).

Webmaster(s)
- To review each submission to ensure technical compatibility

- Ensure information is posted within 24 hours of receipt

- To provide Editorial Committee with an up-to-date list of information posted on the website

- Ensure all links within content are accurate and functional

- To maintain clean and professional look of the website

The following information will be RETURNED to the originating Department:
- Information that is not accurate
- Information that does not comply with the standards and procedures set out in the Communications Policy (Communications Policy attached)

If information is returned to the originating department for revision, this may result in delaying the posting process.

Upon removal of information from the Website, the Corporate Services Department will delete all associated files from the website folder.

All Website Submissions will be posted on the website within the 24 hour period after which it has been received. There will be no SAME DAY postings, with the exception of emergency situations.

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Please Note: The Primary representative from each Department will also be designated as a member of the Editorial Committee and will be required to attend a weekly Editorial Meeting. These meetings will take place on Thursday mornings at 9 a.m.

The purpose of the Editorial Committee will be to review all information on the website and to determine departmental information that should be published in the weekly Town Notice Board in the Era Banner.

All Department Heads should designate their representatives <u>no later than Monday, April 7th</u>. Once a representative has been determined, please have them contact Kristen Yemm at extension 228.

Your assistance in implementing this procedure will help tremendously as we move towards our goal of utilizing the Town Website as our primary communications tool.

If you have any questions or concerns, please feel free to contact me at ext. 228.

Thank you for your attention to this matter.

Attachment 4

Town of Aurora
Administration Procedure No. 53
COMMUNICATIONS

Schedule "A"
The Notice Board

The Notice Board is a full page ad which is placed by the Town and appears on Tuesday of each week in the local newspaper.

Operating Procedure

Information must be submitted by department representatives in writing to the Editorial Committee Secretary no later than 12:00 noon of the day before the next Editorial Committee meeting. It should be presented in "camera ready" form and include pertinent details regarding dates, times, locations and a contact name and telephone number should additional information be required.

Placement and layout of ads are at the discretion of the Editorial Committee as room allows and according to priority i.e. how relevant/important the information is to the Town and the community as a whole. Concise information, good grammar and perfect spelling and a consideration to the utilization of white space will be incorporated to make information easier to read and understand.

Information which is submitted after the Editorial Committee meeting (i.e. Special Council or a Senior Management Team request) will be placed in the Notice Board only after the approval of the C.A.O. or designate.

Layout Guidelines

To keep residents informed about the Town itself, the Committee shall try to achieve a ratio of the information displayed in the Notice Board as being two thirds Council and Committee, Town services and initiatives, and notices to residents. To maintain good public relations with local charitable or not-for-profit groups, up to one third of the space may be made available for community groups to provide information regarding upcoming events. The following guidelines may be adjusted according to the approved Town related information in each category.

1. To focus on Town issues, a two column wide bordered area entitled "Council and Committee Notes" will be placed in the top one half of the first two columns of the page. This area will provide information on Council and Committee meetings in a style which is easy for the public to read and understand. It will also be used to inform readers of upcoming major issues Council will have to consider on and of major decisions that have recently been made. Items upcoming at future Council meetings will be noted under the heading, "Upcoming Matters".

ADMINISTRATION PROCEDURE NO. 53
Schedule "A" - *The Notice Board*
Page 2

At the bottom margin of this bordered area, wording will be placed which states:

(i)   Agendas are available on the Town of Aurora Web Site
(ii)   Meetings are usually held in the Town Hall and are open to the public. For further information please contact the Corporate Services Department at 727-1375; and
(iii)   The dates and times that Council meetings are aired on the local cable television station

2. On the lower left side of the layout, section with the heading "Community and Safety Education Messages" will be located

3. A half column headed "Public Service Announcements" will be located in the lower middle of the layout.

4. A full column on the right hand side of the page entitled "Community Events and Activities" will be utilized to chronologically list upcoming community events hosted by community groups and may also include information regarding Town events.

Information Criteria

1. Information accepted for placement in the Council and Committee Notes/Upcoming Matters Section includes:

    ▪ Council and Committee Notes/Activities and Meeting Schedules
    ▪ Directions of Council
    ▪ Community Interest/Messages from the Mayor

2. Information accepted for placement in the Community Safety and Education Messages Section
    includes:

    ▪ Standardized safety and community education messages from Town Departments

3. Information accepted for placement in the Public Service Announcements Section includes:

    ▪ Public municipal service announcements (eg. Leisure Complex programs, art displays in the Skylight Gallery, leaf pick up)
    ▪ Employment opportunity ads for the municipality
    ▪ Statutory requirements/notices (elections, dog tags, by-laws, planning notices etc.)
    ▪ Town programs and activities
    ▪ Special events (Canada Day, Arbour Day, Santa Claus Parade, First Night)
    ▪ Community Partnership Program Sponsor Recognition

ADMINISTRATION PROCEDURE NO. 53
Schedule "A" - *The Notice Board*
Page 3

4. Information accepted for placement in the Community Events and Activities section includes:

- Ads placed by community groups regarding an event should be located within the Town of Aurora and the event must be of benefit to Aurora residents
- Organizations placing ads must be non-profit or if they are profitable, the Town of Aurora or non-profit Aurora groups or citizens must clearly benefit
- Ads placed by other levels of government must be of benefit or relevant to Aurora residents

Information not accepted for placement in the Notice Board will include:

- Private sector advertising (unless associated with sponsorship of a special event/program)
- Community Group or Association, registrations or programs (unless in association with the rental of Town owned properties or facilities)

A sample of the full page ad depicting the general layout and proportion of space for each purpose is attached as Schedule (I).

Fonts and Graphics

- Photographs, graphics, and watermarks can be used for interest
- Logos will also be used
- Arial fonts will generally be used for consistency and legibility
- "Clip out" borders may be used for public service announcements such as leaf pick up, registration dates and times etc.

Colour

- Periodically, colour will be used to highlight special events and public service announcements at the discretion of the Editorial Committee/Chief Administrative Officer.

Town of Aurora
Administration Procedure No. 53
COMMUNICATIONS

<div align="center">

Schedule "B"
Council Bulletin Boards

</div>

_____

Five Council Bulletin Boards have been installed in Town facilities: one at the Town Hall, two at the Aurora Leisure Complex and two at the Aurora Community Centre. (Information to be posted on the bulletin board at the entrance to the Town Hall lobby will also be covered by this policy.) The purpose of the display boards, which are locked to prevent unauthorized posting of notices, is to facilitate the communication of information regarding Town of Aurora services and Council meetings, initiatives and issues to Aurora residents.

Signage above the Aurora Leisure Complex and Community Centre bulletin boards includes the Town crest with an adaptation of the logo that appears in the weekly *Town of Aurora Notice Board* in the local newspaper. The Communications Committee has recommended that all notices which appear on the bulletin boards have a consistent "look", and are written in clear, easily understood language to inform residents of matters that are important to them--and to encourage public interest and/or input into the political processes of the Town.

The displays are to be updated every Friday (so that material is available for review before the busy weekend period), and that all postings are approved in advance by the Editorial Committee as is done with the outdoor sign, *Notice Board* and web site content. The Bulletin Board layout is attached.

Information to be posted can include the following:
 Town of Aurora Council and Committee Meeting Dates
 Description of key upcoming Agenda Items / Matters for Consideration at Public Meetings
 Key Council Decisions
 Council names and telephone numbers
 Web Site address
 Town of Aurora Special Events
 Information regarding distribution of available publications (ie. Leisure Guide, Transit Map)
 Program registration dates
 By-law information (seasonal matters on a rotating basis)
 Waste Management information (ie. holiday pick-up schedule, yard waste) as required
 Postings requested by Council (ie. special notices, regional, provincial or federal information)

Information that would not be posted would include the following:
 Private sector advertising (unless associated with sponsorship of a Town Special Event/Program)
 Community Group or Association events, registrations, programs (unless in partnership with Town)

<div align="center">

<u>Operating Procedure</u>

</div>

1   Each Department will identify a contact person responsible for providing departmental information.

2   Information to be posted is submitted in the appropriate format to the Editorial Committee Secretary by Wednesday afternoon for consideration at the Thursday morning meeting.

ADMINISTRATION PROCEDURE NO. 53
Schedule "B" – *Council Bulletin Boards*
Page 2

3   The Corporate Services Department will prepare 5 copies of each item approved by the Editorial Committee for posting. Copies will be distributed in specially marked envelopes, through the Leisure Services interoffice pickup and delivery, to Operations staff designated at the Leisure Complex, Community Centre and Town Hall.

    A summary of information to be posted each week (including previously approved notices that are to remain on the bulletin boards) will be provided to facilitate the updating of the display.

4   Bulletin Boards should be updated before 12:00 noon each Friday.

5   Emergency postings that are required prior to the Editorial Meeting (ie. Special Council or Senior Management Team Request) can be accommodated with the approval of the C.A.O. or designate.

<div align="center">

<u>Fonts, Layout and Graphics</u>

</div>

The following Layout Templates will be provided to each departmental contact. Each template has been preset with default fonts in text boxes as indicated, and samples are attached. Please contact the Marketing/Development Co-ordinator with questions or for assistance with graphics.

1. Council and Committee Notes	Heading	24 pt. Arial Narrow **BOLD CAPS**
	Recent Actions/etc.	16 pt. Arial Narrow ***Bold Italic***
	Body Text:	14 pt. Arial Narrow (**Bold**, *Italic*, ***Bold Italic,*** and/or **CAPS** *may be used when appropriate)*
2. Council and Committee Meetings	Heading	24 pt. Arial Narrow **BOLD CAPS**
	"for the month of"	18 pt. Arial Narrow **Bold**
	Date/time/etc.	13 pt. Arial Narrow ***Bold Italic***
	Body Text:	13 pt. Arial Narrow **Bold**
3. **Departmental Postings (A)**	Heading	26 pt. Impact BOLD CAPS SHADOW
	Body Text	12 pt. Arial Narrow (**Bold**, *Italic*, ***Bold Italic,*** and/or **CAPS** *may be used when appropriate; type size for subheadings can increase to 14 pt.* **BOLD CAPS)**

    This is the template that will be used most often by Departments other than Corporate Services for the posting of Town information. Body text may range from 11 pt. to 13 pt. depending on the amount of text used.

4. Departmental Postings (B)	This template will primarily be used for "poster" type announcements, and any maps or graphics used to support Department Postings (A) or Council and Committee notes.

Attachment 6

<u>**No. 53**</u>
Page 8 of 21

Town of Aurora
Administration Procedure No. 53
COMMUNICATIONS

Schedule "C"
Outdoor Electronic Message Sign(s)

<u>**Outdoor Electronic Message Sign(s)**</u>

The sign(s) will be programmed by the Department of Leisure Services staff. Leisure Services notices approved by the *Facility Bookings Administrator*, Department of Leisure Services, will be posted as required.

Items posted will include information relating to:

- Leisure Services or related programs, events, services; community sport organizations; and Town of Aurora Special Events,

- Registration or event advertising by major private sector groups using Leisure Services facilities as approved by the Director of Leisure Services or designate.

- Additional sign postings such as any Town of Aurora Council or Departmental special notices i.e. dog tags, water restrictions, special meetings, public and other information

Additional sign postings will be submitted by the *Facility Booking Administrator* or for review at the next Editorial Committee meeting.

Items posted will not include information relating to:

- private sector advertising (excluding approved sponsorships) or messages containing a personal or political bias

Information to be posted on the signs which requires Editorial Committee approval shall be submitted in writing to the Editorial Committee Secretary no later than Wednesday of each week. Information submitted must include pertinent details regarding dates, times, and locations plus a contact name and telephone number should additional information be required.

Any special request that cannot be accommodated under the above procedures because of time constraints must be approved prior to posting by the Director of Leisure Services or designate.

Town of Aurora
Administration Procedure No. 53
COMMUNICATIONS

Schedule "D"
Web Site

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1. **<u>PREAMBLE</u>**

In a time of reduced resources with an increased focus on service improvement, the Town of Aurora is faced with the challenge of strengthening communications with its customers. Technology advancements have provided the Town with innovative and cost effective solutions for enhanced communication. One of these options is to utilize the World Wide Web (WWW), a graphical and text based user friendly platform, to develop a web site to reach out to our residents and visitors with timely and meaningful information.

Recognizing the value of the World Wide Web, the Town of Aurora has developed a web site to provide information and to facilitate interactive communication with Town of Aurora stakeholders. The web site has been developed with regard to the values and objectives already established by the Corporation which include, but are not limited to *The Strategic Plan, Corporate Values, Code of Ethics* and current legislation.

Town staff have designed the web site to respect the notions of access and community. Information on the Town's web site is valuable and accessible to the public. The web site consists of mainly textual information while graphic images are used to improve readability and to establish corporate identity.

The following document will outline and highlight some of the major considerations and direction for the web site, covering relevant topics such as responsibilities, content guidelines, web site standards, protocols, and email communication.

2. **<u>OBJECTIVE</u>**

The objective of this policy is to establish the scope, roles, responsibilities and procedures for the development and maintenance of the Town of Aurora web site.

Town of Aurora
Administration Procedure No. 53
COMMUNICATIONS

3. <u>**GOALS AND INITIATIVES OF WEB SITE**</u>

- To give end users information and to promote:

    - the Town function and services within the community
    - Town programs and facilities
    - public meetings
    - the administration of Council and Committees
    - job opportunities within the Town
    - Town sponsored events and community activities
    - tourism
    - economic development

- To provide open and accessible government by providing access to:

    - Council and Committee schedules and activities
    - promotional and educational material about Town services, programs and events
    - Town related statistical information
    - on line forms for permit and licence applications
    - pictures and images of the Town
    - virtual tours

4. <u>**LEGALITY**</u>

4.1 <u>**Copyright and Trademark Notices**</u>

All contents of this Web site are: Copyright © 1999 the Town of Aurora and/or its suppliers, One Hundred John West Way, Aurora, Ontario L4G 6J1. All rights reserved. No trademark or service mark license is granted in connection with the materials contained in this Web site.

The Town of Aurora, Club Aurora and other names of Town of Aurora products and/or services referenced herein are trademarks or registered trademarks of the Town of Aurora. Other product and company names mentioned herein may be the trademarks of their respective owners.

4.2 <u>**Liability Disclaimer**</u>

A disclaimer, written and approved by our solicitor will be shown as a link on the Town of Aurora web site.

5. **RESPONSIBILITIES**

5.1 **Content - Creation and Submission**

Department Heads

- Department Heads will designate two staff members, a primary and secondary, as Information Providers responsible for the compiling, updating and submitting the web site content for their Department.

- Content must be approved by the appropriate Department Head prior to submission to the *Corporate Services* "webmaster"/representative.

Information Providers (IP's)

- Are responsible for the spelling and grammar checking of any submitted information.

- Information Providers are also responsible for using the designated software application for content creation.

- To ensure that hyperlinks within content submissions are validated and functional after the information has been posted to the web site and to report problems to the *Corporate Services* "webmaster"/representative.

Corporate Services **"Webmaster"/Representative**

- To review each submission to ensure technical compatibility.

- To present submissions to the Editorial Committee for review.

- Upon approval by the Editorial Committee, the *Corporate Services* "Webmaster"/representative will post the information to the web site.

- Checking reciprocal links and hyperlinks within content once the information has been posted for functionality and accuracy.

Editorial Committee

- The Editorial Committee will approve the content prior to publication on the web site to ensure conformance with existing standards and procedures.

- If changes are recommended, the information will be presented back to the information provider with the changes noted.

5.2 <u>**Web Site Enhancements**</u>

Web Site Committee

With preparation of this policy, the original mandate for the web site committee has been fulfilled. However, it is necessary to keep an advisory group involved as the web site evolves. As a result, it is recommended that the web site committee continue to:

- meet semi-annually or as needed to review the web site's progress and usage.

- draft recommendations for Management Team about new initiatives or enhancements for the web site.

Corporate Services **"Webmaster"/Representative**

- Represent the Town of Aurora at GTA Webmaster meetings and to keep current regarding web site enhancements and trends within the GTA.

- Report draft recommendations for web site enhancements or improvements to Management Team for their review and comments.

Department Heads

- Comment and review draft recommendations for web site enhancements.

5.3 <u>**Maintenance and Technical Support**</u>

Corporate Services **"Webmaster"/Representative** *& MIS Support Staff*

- To coordinate desktop software upgrades for *internet service provider*.

- To obtain usage statistical reports from Internet Service Provider.

- To monitor and report to the *MIS Supervisor* any usage changes or trends that may affect the level of service.

- To troubleshoot web site problems for prompt resolutions.

6. <u>**Defining Content**</u>

The Town of Aurora web site will include corporate information concerning its policies, procedures, activities, programs, services and events. Information is to be provided in accordance with the Freedom of Information and Protection of Individual Privacy Act,

Human Rights Code, Municipal Act, Canadian Criminal Code and other current legislation. Content is to be provided in a clear, concise, apolitical, unbiased and factual manner.

6.1 **Networthiness and Priority of Information**

Since, an abundance of information in various forms exists throughout the Town, it is important to prioritize content according to its "networthiness" that is, information that is valuable to the public and is best suited for electronic presentation.

Attached as Schedule "I" is a networthiness guideline for content submissions.

6.2 **Readability and Printability**

Although trends indicate a move toward increased electronic access to information, studies continue to confirm that literacy is greatest with printed documents. As a result, whenever possible, content on the Town's web site will be presented so that the documents are printable.

Attached as Schedule "II" is a guideline for content readability.

6.3 **Content Procedure**

While, the final approval of the web site content rests with the Editorial Committee, Departmental Information Providers should keep in mind the content submission guidelines attached as Schedule "III" and the content flowchart process during document creation. The content flowchart follows:

Content Flowchart and Procedure:

1. Department Head or designate approves information providers web site submission.
2. Information provider submits content to the *Corporate Services* "webmaster"/representative.
3. The *Corporate Services* "webmaster"/representative reviews submission to ensure technical compatibility.
4. The *Corporate Services* "webmaster"/representative presents submission to the Editorial Committee as a draft.

5. The Editorial Committee makes sure the submission meets the existing standards and procedures. (If changes are requested submission goes back to the departmental information provider for modification before approval is granted).
6. The *Corporate Services* "webmaster"/representative posts/uploads the submission to the web server, once the submission has been given final approval.

7. **WEB SITE DESIGN SPECIFICATIONS**

7.1 **Navigation**

The Town of Aurora web site design uses a layout that is appealing, clear, and easy to navigate through. The Homepage introduces visitors to the site to 3 of the 8 main categories that content is contained within. LIVE in Aurora, is targeted for either Town residents or people who are considering moving to Aurora;. WORK in Aurora is targeted for business owners or operators or businesses who are considering a move to Aurora and PLAY in Aurora is targeted for town residents, visitors or people interested in obtaining information on recreational and community areas and events. Other categories include NOTICE BOARD; TOWN HALL; MAPS; and FAQs.

7.2 **Town Logo**

The official Town of Aurora logo is used to establish the web site's corporate identity and is used in the top and bottom navigational bar. For consistency and design standards, only the official Town logo will be used on the web site.

7.3 **Links to Third Party Sites**

The main identifiable feature of the World Wide Web is its hypertext capabilities and it is unrealistic to attempt to exclude access to other Internet information resources. This Web site may contain links to Web sites operated by parties other than the Town of Aurora. Such links are provided for convenience only. The Town of Aurora does not control such Web sites, and is not responsible for their contents. The Town of Aurora's inclusion of links to such Web sites does not imply any endorsement of the material on such Web sites or any association with their operators.

At minimum, reciprocal links will be established with regional, provincial and federal government sites to augment municipal information as required. Attached as Schedule "IV" is a guideline for other Internet information resources.

8. **COMMUNICATIONS**

Using e-mail on the Internet offers an affordable, quick and innovative means of communication. Town staff can communicate electronically with Members of Council, other staff, other municipalities, clients, and the public. E-mail can also be used to collect the results of on-line surveys or applications. The Town's web site includes access to a central e-mail box for the public general inquiries, info@town.aurora.on.ca. In addition, inquiries to the departments can be made using the department specific e-mail boxes. The web site also includes access to Members of Council e-mail boxes where appropriate. Attached as Schedule "V" is a guideline for e-mail communication.

9. <u>**ADVERTISING**</u>

The Town may permit the display of private sector advertising on it's web site, including a hyperlink, provided such advertising is associated with the partnership/sponsorship program.

The Town reserves the right to determine the acceptability or disqualification and termination of any proposed partner or advertising.

10. <u>**SCHEDULES**</u>

Schedules I, II, III, IV, V, and VI attached hereto form part of this policy. All schedules may be amended as required by the Editorial Committee from time to time in accordance with the General Principles of this Policy without the requirement of a report to Council. Such amendments must be approved by the Chief Administrative Officer and the amended Schedule circulated to affected Staff.

Schedule I

Guidelines to help define "Networthiness":

- Council and Committee activity - descriptions, schedules and legislative documents;

- promotional material describing services and programs offered by the Town;

- promotional material describing economic opportunities and tourism in the Town;

- promotional material describing Town sponsored events and initiatives;

- geographic, financial, demographic and other statistical information about the Town;

- information about specific Town issues and the Town's official position on these matters;

- information that has been commonly requested by the public and is being distributed using other existing channels of communication.

Guidelines to help define what is not "Networthy":

- personal or political information about Council Members or Town staff;

- personal or political opinions;

- Town policies which are not relevant to public service;

- pictures or graphical images which do not promote the Town;

- pictures or graphical images which do not improve the readability of the web site.

Schedule II

Content Readability and Printability Guidelines:

- very short pages and descriptive key messages are presented as single pages;

- files containing long text (3 or more typewritten pages) begin with a "menu" or list of anchors which take the reader to specific sections of the page;

- extremely long text documents begin with a hyperlink "table of contents" which take the reader to specific chapters of the document;

Schedule III

Content Submission Guidelines

- web site content MUST be complete, timely, accurate and proofread;

- content is prepared in brief, clear, concise, apolitical, factual language;

- hyperlinks to and from the content are outlined in detail;

- each section is prepared to "stand alone"; that is, not rely on another page or file for clarity;

- preparation of content for on-line publishing is prioritized according to its "networthiness";

- content is prepared using web editing software and delivered to the ***Corporate Services*** "webmaster"/representative with a hard copy.

Schedule IV

Hyperlink Guidelines

Criteria Parameters for Hyperlinks:

In order to be considered for a hyperlink the following criteria **must** be met:

- must be a non profit based organization;

- must be an established Community Group within the Town of Aurora, (as outlined below);
    - Sports Organization
    - Service Group
    - Culture

- *must be an approved corporate sponsor.*

Process for approving and implementing a hyperlink:

- hyperlinks to other web sites could be recommended for inclusion by members of council, Town staff, or the public;

- the Editorial Committee reviews proposed hyperlinks for inclusion on a case-by-case basis;

- *ISP's* and the MIS representative are responsible for checking hyperlinks in the Town's web site regularly to determine that they still function and are still relevant to our audiences;

- the name of the site to which the hyperlink refers is highlighted;

- the Town is not responsible for content in hyperlinks from its web site.

Schedule V

Email Guidelines

- Members of Council are currently responsible for acquiring and maintaining their own e-mail accounts, setup through their own internet service provider;

- Corporate Services checks and forwards/routes e-mail to the appropriate departmental contact from the info@ mailbox;

- Corporate Services distributes or redirects e-mail in the info@ mailbox that is intended for a particular Council Member or Town staff;

- Town staff will not email documentation that is normally charged for;

An automatic response will be sent out to any inquiry sent to info@ mailbox or departmental mailboxes informing the recipient that a prompt response will be forthcoming.

Schedule VI

Advertising Guidelines

- The Town of Aurora *may* promote or advertise for the private sector on the web site:

  – *Provided such promotion is associated with* sponsorship and or donations from private sector business that are included in the Community Partnership Program.

TOWN OF AURORA
GENERAL COMMITTEE REPORT   No. CAO14-010

SUBJECT: *Communications Metrics*

FROM: *Neil Garbe, Chief Administrative Officer*

DATE: *April 15, 2014*

RECOMMENDATIONS

THAT report CAO14-010 be received for information.

PURPOSE OF THE REPORT

To provide Council an update on Corporate Communications activities in 2012 and 2013, with available metrics.

BACKGROUND

At the Special General Committee – Budget 2014 meeting on January 13, 2014, Council received Memorandum and Presentation by the Manager of Corporate Communications, outlining the proposed 2014 Corporate Communications Advertising Budget.

As part of the discussion, Council inquired about information on communications activities and applicable metrics following the introduction of the 2011 Corporate Communications Strategic Plan, which outlined the following goals:

External Communications

- Design and execute integrated marketing/public relations campaigns for at least four corporate departments

- Redesign the Town's external website

- Design and execute one public relations campaign that engages at least 1,000 residents in a town-related initiative

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- Add at least three new communication channels

- Take part in at least four community-related events

Internal Communications

- Redesign the Town's internal website

- Develop new tools to allow for better inter-departmental communications

- Continue to deliver in-house communications support to all departments

COMMENTS

With the upcoming launch of the Town's new website, Corporate Communications will have met or surpassed all established goals in the 2011 Strategic Plan.

The following outlines significant achievements:

General:

- Successfully organized and oversaw 16 events in both 2012 and 2013, including Community Recognition Awards, Aurora Home Show, Aurora Street Festival and Citizen of the Year

- Negotiated a two-year contract with optional third and fourth year extensions with *The Auroran* for weekly Notice Board advertisements

- Jointly developed a Content Management System and Website Re-design RFP with Town of Newmarket and Town of Whitchurch-Stouffville

- Completed website redesign, which included focus groups, surveys and consultations, with anticipated launch in May 2014

- Initiated and completed a re-design of the Town's Corporate Intranet, rebranded as *Inside Aurora,* with departmental updates, cross-functional team updates and information on corporate initiatives, which is sent as a corporate-wide electronic newsletter to staff each week

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- Successfully implemented streaming media via Internet for General Committee, Special General Committee, Special Council and Planning meetings

- Created and published 51 copies of the Notice Board advertisements annually in *The Auroran*

- Successfully designed, implemented and tabulated results of a three-week community consultation on potential uses of Hydro Funds in 2012

- Successfully designed and implemented a four-week Long-standing Businesses promotion with print, web and radio promotional campaign in fall 2013

- Implemented daily media scans with information from the *Toronto Star, Toronto Sun, Globe and Mail, National Post, York Region Media Group* and *The Auroran* provided to Mayor and senior staff and made this available to all staff through *Inside Aurora*

- Implemented a formal media tracking system

- Created a Corporate Style Guide for common language use

- Developed a series of four videos for Aurora 150 with snapd Aurora

- Developed videos for Budget process and Petch House

- Developed and distributed more than 100 media releases, public service announcements, media advisories and Council Highlights annually since 2011

- Assisted Office of the Mayor with more than 100 speeches, letters, greetings and media relations annually

Marketing and Promotion:

- In January 2013, assumed responsibility for all special events promotion, including an integrated advertising and promotion campaign featuring advertising for *The Banner, The Auroran, snapd Aurora*, Town website, Facebook and Twitter with poster development and media product

- Assumed responsibility for creating, booking and advertising all Town Notices

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- Developed a comprehensive Resident Guide in 2012, 2013 and 2014 with York Region Media Group, distributing to homes across Aurora

- Developed Town of Aurora Sesquicentennial logos and created (or assisted) with all advertising and promotional material for Aurora 150 events

- Created new Parks and Trails Map in 2012, with a revised version in 2013 in conjunction with Parks & Recreation department

- Designed and developed a new, branded corporate booth for Home Show and other event venues

- Designed new, updated Notice Board design for *The Auroran*

- Designed and distributed four editions of Business BrightLights Economic Development electronic newsletter

- Design approximately 30 Notices each year

- Designed Emerald Ash Borer door hanger and supplemental fact sheet for affected residents

- Designed and developed new branded material for departments, including:

  - 26 new templates for Parks & Recreation department

  - 20 new promotional brochures, cards etc. for Club Aurora re-launch

  - 7 new Planning brochures

  - 30 new corporate templates

  - 21 Doors Open flyers

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Website:

- Embarked on a complete re-design of Town website with implementation of a new Sharepoint 2013 content management system and migration to a new host

- Increased website visitation by 35 per cent since 2011, with nearly 10,000 new unique visitors each month:

  - Average unique visitors 2011 – 26, 923

 - Average unique visitors 2012 – 28,119

  - Average unique visitors 2013 – 36, 401

Figure 1: Monthly Website Visitors
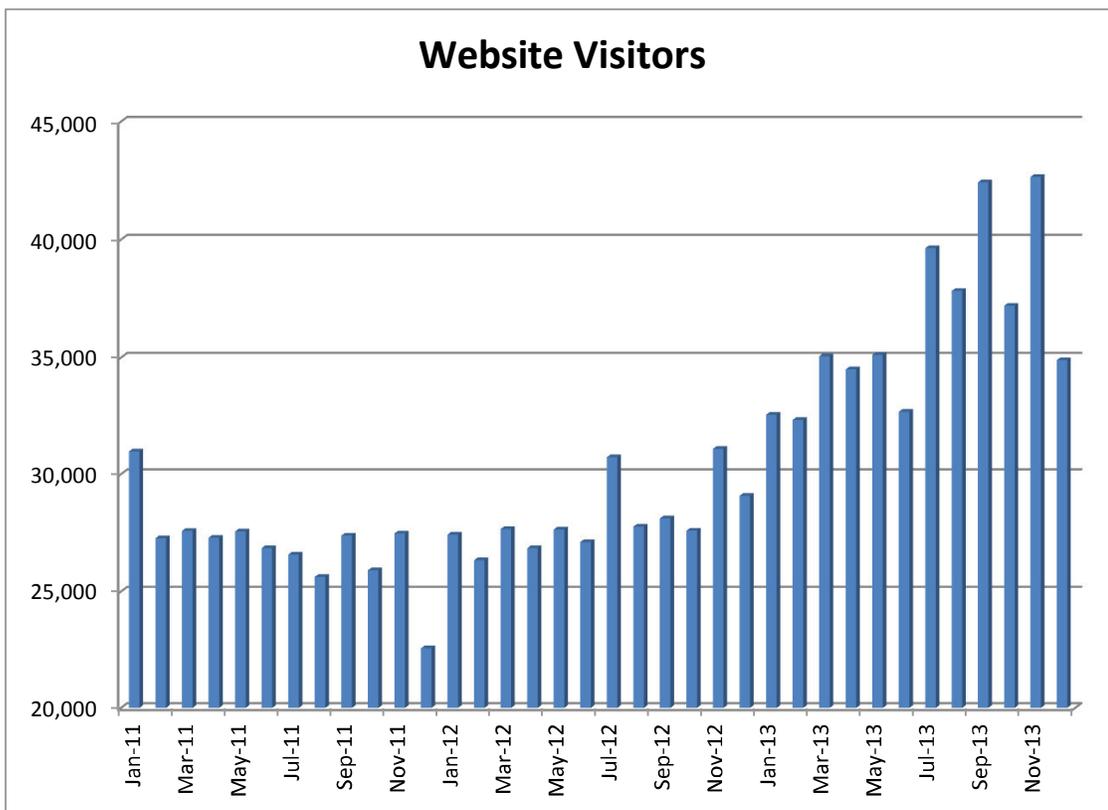
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Twitter:

- Rebuilt and rebranded Town Twitter account and implemented a system of regular updates

- Drove a 10-fold increase in Twitter followers since 2011, with an average of 125 new followers each month:

  - Followers as of January 2012 – 250

  - Followers as of January 2013 – 850

  - Followers as of January 2014 – 2,350

Figure 2: Annual Twitter Followers

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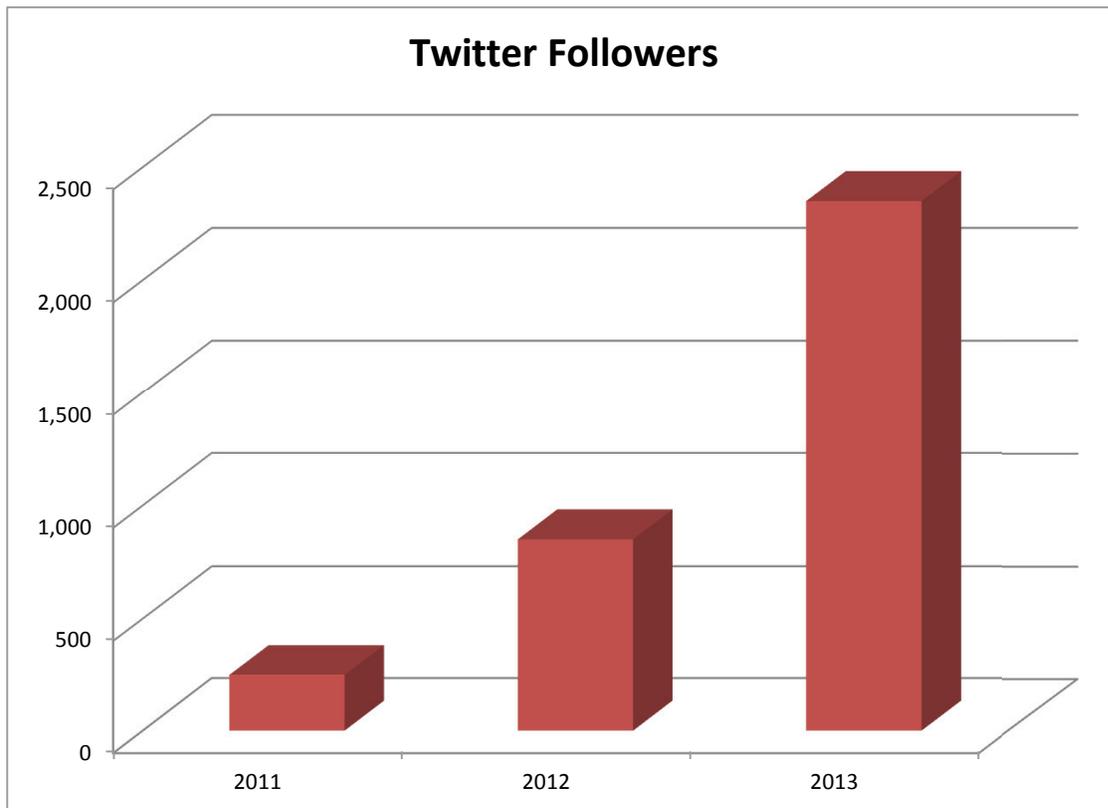
Facebook :

- Rebuilt and rebranded Town Facebook account and implemented a system of regular updates

- Drove a nearly 200 per cent increase in Facebook "likes" from 2011:

  o Overall likes by January 2012 – 250

  o Overall likes by January 2013 – 430

  o Overall likes by January 2014 – 725

Figure 3: Annual Facebook Likes

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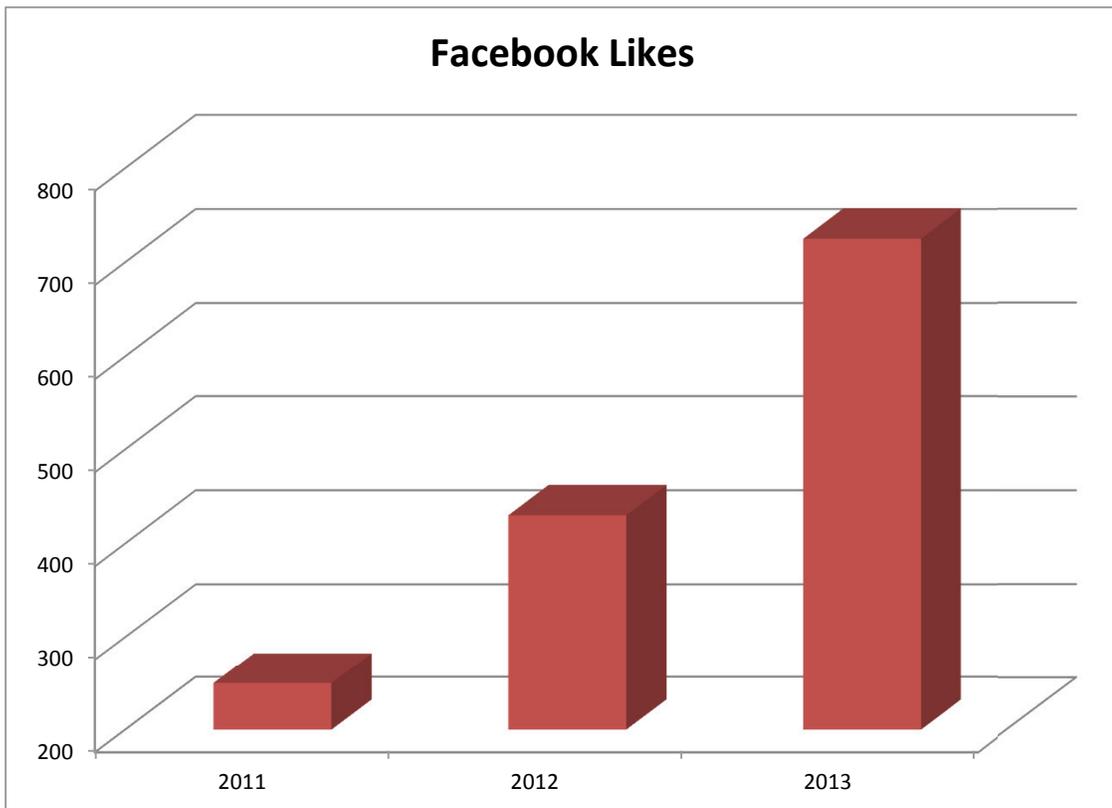
Drove a more than 10-fold increase in Total Reach via Facebook since 2011:

  o   Maximum total reach in 2011 – 165 people

  o   Maximum total reach in 2012 – 478 people

 o   Maximum total reach in 2013 – 1,800 people

Figure 4: Total Facebook Reach

Highest Total Reach

Year	Reach
2011	~200
2012	~500
2013	~1800
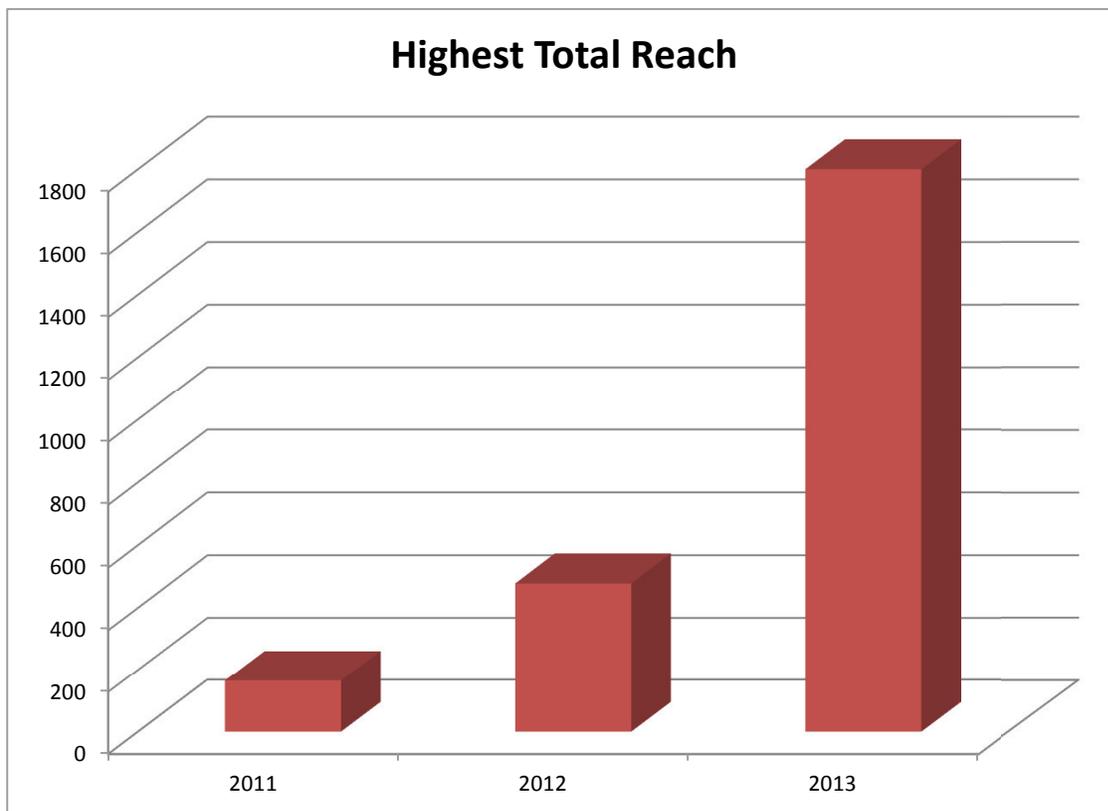
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- Established Aurora as a leader in social media promotion. Analyzing Facebook and Twitter following as a measure of community engagement (Facebook Likes and Twitter Followers per-capita) with municipal peers shows that Aurora leads in both social media forums. Newmarket is the exception, with its social media presence restricted solely to Twitter.

Figure 5: Facebook Likes and Twitter Followers as a Per Cent of Population
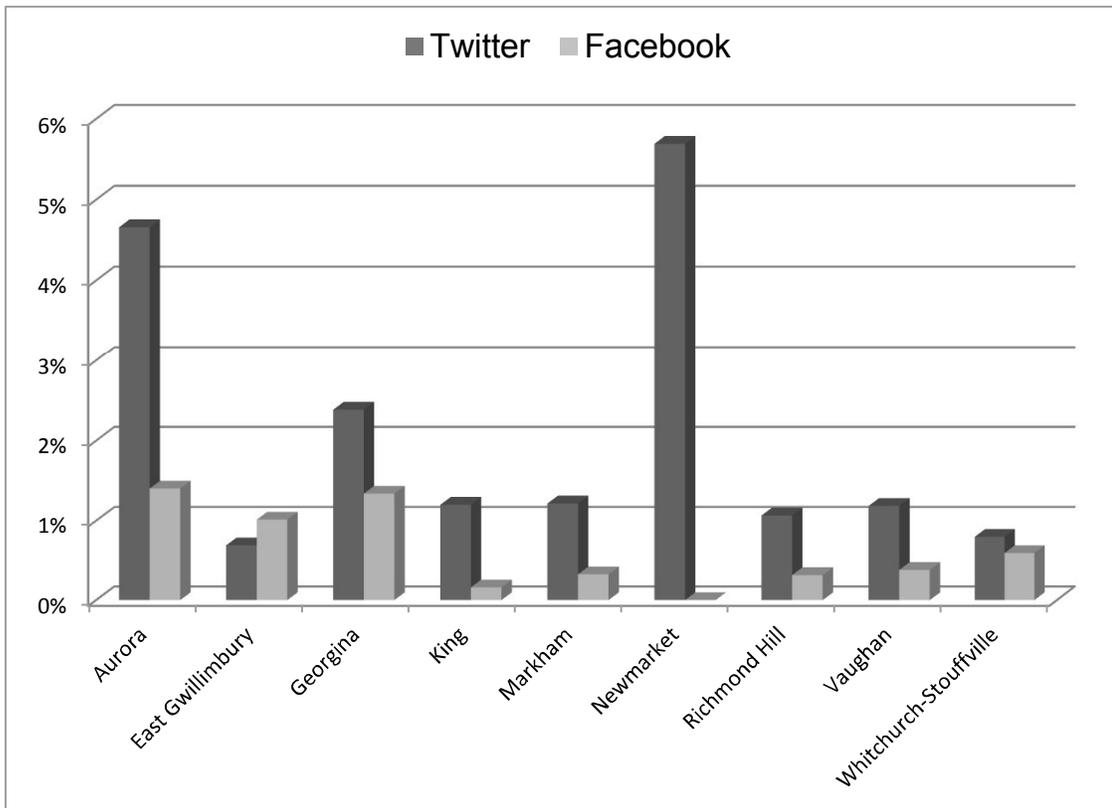
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YouTube:

- Designed a Town of Aurora channel for videos on YouTube, with uploaded copies of the streamed committee meetings

- Meetings stay available on YouTube for six months before they are retired

- From September 2013 to February 2014, committee meetings on YouTube have been accessed 193 times, with General Committee and Special General Committee – Budget proving most popular

- During the live-streams, monthly statistics showing simultaneous views (number of people viewing at the same time) suggest a maximum of 11 viewers, typically during General Committee

LinkedIn:

- Created a new LinkedIn channel for the Town to assist Human Resources, saving $10,000 annually in recruitment costs and improving the calibre of employment applications received

- LinkedIn has attracted approximately nearly 11,000 views and more than 550 applications for positions since its inception

- LinkedIn has advertised 16 positions, producing 4 successful hires (25 per cent)

PingStreet:

- Launching a new PingStreet "app" with municipal information on recreation, infrastructure and the upcoming 2014 election, to coincide with new website launch

LINK TO STRATEGIC PLAN

Adoption of new technologies for communication and public interaction supports the Aurora Strategic Plan goal of ***Enhancing Communication between Staff and the Public***. It further promotes a key outcome of the Strategic Plan ***by Enhancing Stakeholder Co-operation and Communication***.

April 15, 2014   - 11 -   Report No. CAO14-010

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None.

FINANCIAL IMPLICATIONS

None.

CONCLUSIONS

Corporate Communications continues to promote The Town of Aurora in a multitude of creative and professional ways and consistently provides accurate, timely and relevant information to staff, residents and media.

Advertising, promotion, branding, use of electronic media and overall communications have been strategically combined and significantly increased to maximize and maintain stakeholder engagement and awareness.

A focus on strategic communication and innovation and a culture of driving efficiencies has allowed the Corporate Communications department to deliver a considerably enhanced communications program with no increases to staff compliment and savings in each budget year.

ATTACHMENTS

None.

PRE-SUBMISSION REVIEW

This report was reviewed by the Executive Leadership Team on April 3, 2014.

Prepared by: Michael Kemp, Manager of Corporate Communications - Ext. 4238

Neil Garbe
Chief Administrative Officer

Attachment 9

100 John West Way
Box 1000
Aurora, Ontario
L4G 6J1
Phone: 905-727-3123 ext. 4238
Email: mkemp@aurora.ca
www.aurora.ca

Town of Aurora
Corporate Communications
Office of the CAO

MEMORANDUM

DATE: February 20, 2015

TO: Neil Garbe, CAO

FROM: Michael Kemp, Manager of Corporate Communications

RE: Communications Overview for Operational Budget

2014 Corporate Communications Successes:

1) Town Website:

In May, the new Town of Aurora website was successfully launched. There were a number of accomplishments related to the website project and launch, including:

- Project completed **under budget by $15,000**, enabling the Town to pursue other online services (i.e. PingStreet, Citizen Budget)

- Enabling a robust new Sharepoint Content Management system at a **savings of 50 per cent by pooling resources** with Newmarket and Whitchurch-Stouffville

- New **hosting agreement** with Newmarket to **save more than $10,000 annually**

- A bold new graphic homepage with dynamic links to News and Notices; an Events Calendar; and the Town's Facebook page, Twitter feed and YouTube Channel

- A powerful and functional Google Search Engine that works in tandem with google.ca, the most powerful and popular Internet search engine

- A streamlined navigation, intuitively organized by services

- A scalable design that accommodates multiple screen resolutions from large desktop computer screens to small hand-held devices

- Quick links to popular pages and downloads

- Compliance with the Access for Ontarians with Disabilities (AODA) Act, 2005 accessibility standards for websites

February 20, 2015   -2-   Communications Successes

Website Statistics:

The Town website is the central feature of the Town's integrated, multi-channel marketing and communications campaign. Driving higher numbers of visitors to the website, with its always updated content, is a key goal of Corporate Communications.

Communications efforts in 2014 resulted in an **increase** in the average monthly visitation of **6.25%** or **2,275 visits**, compared with 2013.

- **Average visitation per month in 2014:**   **38,676**
- Average visitation per month in 2013:   36,401

2) Social Media:

Social media is an increasingly popular resource for up-to-date information. In 2014, ELT approved a **social media policy** created by Corporate Communications. Social media has been effectively integrated social media feeds into the Town's integrated marketing and communications efforts, and is receiving a growing following.

Twitter saw an **increase** in followers of **53 per cent** or **1,250 people** in 2014.

- **Number of followers at the end of 2014:**   **3,600**
- Number of followers at the end of 2013:   2,350

Facebook saw significant **increases across the board** in 2014, including:

- Likes: **66 per cent** or **475 people**
- Highest Reach: **56 per cent** or **471**
- Highest Total Reach: **270 per cent** or **3,047 people**

- **2014** **Likes:**   **1,200**
  Highest Reach: **1,312**
  Highest Total Reach: **4,847**

- 2013 Likes: 725
  Highest Reach: 841
  Highest Total Reach: 1,800

February 20, 2015   -3-   Communications Successes

3) *Citizen Budget*

In July 2014, Corporate Communications led the implementation of the Citizen Budget online survey, which offered interested residents the option to provide feedback on 13 core programs and services.

The survey was online from September 15 to November 30 and promoted in the Town Notice Board, articles in local newspapers, Town website and social media feeds.

The Town received 104 responses and is planning to release another survey in 2015.

4) *PingStreet Mobile Apps*

As a supplement to the Town website re-design project, Corporate Communications spearheaded the effort to implement a suite of mobile applications (apps) for Apple, Android, Blackberry and Windows Mobile devices.

From September to December, a suite of seven services (tiles) were introduced, providing information on:

- Election (Retired in December, replaced by Council)
- Report a Problem
- News Feed
- Waste Collection
- Recreation Guide
- Swim Times
- Skating Times

The tiles all have information on service areas, with the exception of **Report a Problem**, which allows people to send photos of broken infrastructure to the Access Aurora Customer Service division for appropriate follow-up.

5) *Integrated Marketing Campaign for Special Events*

In 2014, Corporate Communications led efforts to create an integrated marketing campaign for all Special Events, assuming responsibility from Parks & Recreation Services.

The move consolidated marketing and advertising into one department, making for a far more efficient process and allowing for seamless integration of advertising with promotional efforts in the Town Notice Board, website, social media and digital screens.

Ongoing efforts at creating efficiencies are reflected in a **$5,000 savings in the 2015 Corporate Communications Advertising Budget**, following a **$10,000 savings in 2014**.

February 20, 2015   -4-   Communications Successes

6) Corporate Events

Corporate Communications led or assisted in the successful planning and execution of 13 corporate events in 2014, including:

- Council Inaugural
- Community Recognition / Citizen of the Year Award
- Home Show
- Street Festival
- Anti-Litter Clean-up
- Heritage Awards
- Citizen Advisory Committee Recognition Awards

7) Video Development

Corporate Communications worked with Know Hau Media to create an innovative **Budget Video** and a series of **Corporate Videos** for the **Council Orientation** pertaining to 2014 successes, 2015 priorities, staffing and budgeting.

Priority Objectives for 2015:

1) Strategic Partnership with York University Schulich School of Business to conduct a third-party assessment of Town Marketing and Communications efforts

2) Develop an enhanced Notification / Advertising Protocol for Public Consultations

3) Implement new electronic communications functionality, including:

- Two new live-stream programs for Citizen Committees and JOC
- Integration of e-commerce into Town website

4) Publish an Annual Report

5) Re-launch Citizen Budget

![Aurora logo - You're in Good Company]

NOTICE OF MOTION	Councillor Tom Mrakas

DATE: May 5, 2015

TO: Mayor and Members of Council

FROM: Councillor Mrakas

RE: Canada Post Community Mailboxes

WHEREAS the installation of community mailboxes raises several of the same concerns as the installation of above-ground plant (e.g., utility boxes) in municipally-owned right-of-way; and

WHEREAS the installation of community mailboxes might require installation requests for additional sidewalks where no sidewalks currently exist; and

WHEREAS the installation of community mailboxes might require installation of additional sidewalk approach ramps for easier access, for persons with disabilities or pushing strollers and/or seniors; and

WHEREAS increased snow clearing responsibilities for adjacent property owners and the Town would be needed; and

WHEREAS installation of additional sign posts, adjacent to community mailboxes for parking regulation changes will be needed; and

WHEREAS the installation of community mailboxes might require additional street light requests to improve visibility to and from community mailbox locations and security at these locations.

NOW THEREFORE BE IT HEREBY RESOLVED THAT the Town of Aurora endorse the City of Hamilton's opposition to the elimination of home mail delivery and installation of community mailboxes; and

BE IT FURTHER RESOLVED THAT Council direct the Mayor to send a letter that would request the Federal Minister of Transport, who oversees Canada Post, to require Canada Post to halt installation of community mailboxes immediately and to revise its Five-point Action Plan, which includes the elimination of home mail delivery, and engage in full and meaningful consultation with all stakeholders, including the Town and its residents; and

BE IT FURTHER RESOLVED THAT Council direct staff to bring forward recommendations to the next General Committee meeting to align the Town's by-laws with the City of Hamilton's By-law Number 15-091 which regulates the installation of equipment on roads; and

BE IT FURTHER RESOLVED THAT Council direct staff to develop appropriate standards to require Canada Post to apply for permits with an appropriate fee that reflects the resources required and costs incurred by the Town to install community mailboxes in established neighbourhoods; and

BE IT FURTHER RESOLVED THAT staff bring back a new bylaw for Council's enactment at the next Council meeting.