



General Committee Meeting Agenda

**Tuesday, May 1, 2018
7 p.m.**

**Council Chambers
Aurora Town Hall**



Town of Aurora General Committee Meeting Agenda

Tuesday, May 1, 2018
7 p.m., Council Chambers

Councillor Mrakas in the Chair

1. Approval of the Agenda

Recommended:

That the agenda as circulated by Legislative Services be approved.

2. Declarations of Pecuniary Interest and General Nature Thereof

3. Presentations

- (a) Mike Walters, Lake Simcoe Region Conservation Authority
Re: Flood Preparation**

4. Delegations

5. Consent Agenda

Items listed under the Consent Agenda are considered routine or no longer require further discussion, and are enacted in one motion. The exception to this rule is that a Member may request for one or more items to be removed from the Consent Agenda for separate discussion and action.

Recommended:

That the following Consent Agenda Items, C1 to C4 inclusive, be approved:

C1. CMS18-011 – Child Care Services Agreement

Recommended:

1. That Report No. CMS18-011 be received; and
2. That the Director of Community Services be authorized to execute the Child Care Services Agreement with the Regional Municipality of York, including any and all documents and ancillary agreements required to give effect to same; and
3. That the Director of Community Services be delegated authority to renew and execute the Child Care Services Agreement on an annual basis.

C2. PDS18-036 – Brookland Avenue Reconstruction – Managing Construction Disruption and Improved Communications

Recommended:

1. That Report No. PDS18-036 be received for information.

C3. Finance Advisory Committee Meeting Minutes of March 28, 2018

Recommended:

1. That the Finance Advisory Committee meeting minutes of March 28, 2018, be received for information.

C4. Heritage Advisory Committee Meeting Minutes of April 9, 2018

Recommended:

1. That the Heritage Advisory Committee meeting minutes of April 9, 2018, be received for information.

6. Consideration of Items Requiring Discussion (Regular Agenda)

R1. OPS18-009 – Joint Operations Centre Additional Works

Recommended:

1. That Report No. OPS18-009 be received; and
2. That this report satisfies the requirement for release of conditional approval for capital works at the Joint Operations Centre.

R2. CAO18-005 – 2018-2021 Communications and Community Engagement Strategy

Presentation to be provided by Stephanie Mackenzie-Smith, Manager, Corporate Communications

Recommended:

1. That Report No. CAO18-005 be received; and
2. That the attached Town of Aurora 2018-2021 Communications and Community Engagement Strategy be endorsed.

R3. OPS18-005 – Naming of Parks

Recommended:

1. That Report No. OPS18-005 be received; and
2. That the selection of names for nine (9) Town of Aurora parks be approved as presented.

R4. CMS18-013 – Aurora Historical Society – Request for Funding

Recommended:

1. That Report No. CMS18-013 be received; and

2. That a grant to the Aurora Historical Society (AHS) for the storage of historical artifacts, in the amount of \$2,722.84 for 2018 to be funded from the Council Contingency Operating Account, be approved.

R5. PDS18-047 – Award of Tender 2018-22-PDS-ENG – For Roadway Rehabilitation on Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way

Recommended:

1. That Report No. PDS18-047 be received; and
2. That the total approved budget for Capital Project No. 31140 be increased to \$716,592.00, representing an increase of \$75,014.00 to be funded from the Roads Repair and Replacement Reserve; and
3. That Tender 2018-22-PDS-ENG, Capital Project No. 31140, for Roadway Rehabilitation on Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way (from Bathurst Street to Spence Drive) be awarded to Forest Contractors Ltd. in the amount of \$627,895.60 excluding taxes; and
4. That the Mayor and Town Clerk be authorized to execute the necessary Agreement, including any and all documents and ancillary agreements required to give effect to same.

R6. PDS18-051 – Award of Contract for Consulting Services – Design for the Reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road

Recommended:

1. That Report No. PDS18-051 be received; and
2. That the budget for Capital Project No. 31119 be increased to \$217,879 with additional funding of \$77,879 provided from the Storm Sewer Reserve Fund; and
3. That the Request for Proposal No. 2018-45-PDS-ENG for the provision of consulting services for the design of the reconstruction of Adair Drive,

Bailey Crescent, Davidson Road and Harriman Road be awarded to AECOM Canada Ltd. in the amount of \$214,110.00, excluding taxes; and

4. That the Mayor and Town Clerk be authorized to execute the necessary agreement, including any and all documents and ancillary agreements required to give effect to same.

R7. Summary of Committee Recommendations Report No. 2018-05

Recommended:

1. That Summary of Committee Recommendations Report No. 2018-05 be received; and
2. That the Committee recommendations contained within this report be approved.

7. Notices of Motion

8. New Business

9. Closed Session

10. Adjournment



**Town of Aurora
General Committee Report**

No. CMS18-011

Subject: Child Care Services Agreement
Prepared by: John Firman, Manager of Business Support
Department: Community Services
Date: May 1, 2018

Recommendation

- 1. That Report No. CMS18-011 be received; and**
- 2. That the Director of Community Services be authorized to execute the Child Care Services Agreement with the Regional Municipality of York, including any and all documents and ancillary agreements required to give effect to same; and**
- 3. That the Director of Community Services be delegated authority to renew and execute the Child Care Services Agreement on an annual basis.**

Executive Summary

The purpose of this report is to request that the Director of Community Services (“the Director”) be authorized to enter into a Child Care Services Agreement with the Regional Municipality of York (“York Region”) thereby licensing the Town as an approved service provider for Child Care Subsidy eligible families.

This report reviews the following items for Council’s information and consideration:

- Existing PLAY program
- Child Care Subsidy program
- Program availability
- Eligibility
- Program implementation

Background

York Region provides Child Care Subsidy to low income families to help offset childcare costs for children up to 12 years of age, including summer camps. Historically, the

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Report No. CMS18-011

Town has not met the established criteria to be deemed a licensed child care provider by York Region and has therefore not been eligible to receive Child Care Subsidy payments.

This has meant that Aurora families who are eligible for and rely upon Child Care Subsidies to enroll their children in summer camps, have not been able to register in Town camps, as the Town was not licensed to receive these funds.

Staff have worked with York Region to resolve the licensing issue and have now been granted approval to enter into a Child Care Services Agreement, thereby making it possible for families in receipt of Child Care Subsidy to enroll in Town camps.

Analysis

Existing PLAY program

The Town currently partners with York Region with the PLAY program, whereby funding is provided by York Region for approved families to participate in recreational programming such as summer camps, after school programs, swimming lessons, etc., paid for by York Region.

Eligibility for this program is restricted to families in receipt of Ontario Works or Disability benefits. York Region conducts all the screening and approvals and provides the Town with a list of approved families.

The Town manages the program registration and invoices York Region for payment.

This program enables families who would otherwise not be able to afford to do so, to participate in recreational programming offered by the Town.

Child Care Subsidy program

The Child Care Subsidy program provides full or partial funding for children up to age 12 for child care costs. Town summer camps are included as eligible child care services, and therefore are acceptable alternatives to traditional daycare centres. Any family that is eligible to receive Child Care Subsidy from York Region can now enroll their child in Town summer camps, where prior to this agreement they were not able to.

This provides increased options and variety for Aurora families for their child care needs during the summer camp season.

Program availability

Child Care subsidy recipients will have the same access to program registration as all other participants, with registration dates based on residency. It is not anticipated that these additional participants will have a significant impact on program availability.

Eligibility

Eligibility is determined by York Region Community and Health Services, Social Services Branch. York Region provides confirmation to the Town of approved Child Care Subsidy recipients. Town staff do not participate in the approval process.

Program implementation

This program will be implemented similar to the PLAY program, and will be managed by the Community Services Department in cooperation with York Region.

Given that processes and resources are currently in place to manage the PLAY program, and the similarity with the Child Care Subsidy program, there is no significant impact on operations anticipated.

Advisory Committee Review

Not applicable.

Legal Considerations

York Region will provide a standard Child Care Services Agreement for review by Legal Services and execution by the Director of Community Services.

Financial Implications

By providing additional opportunities for funding for low-income families, an increase in summer camp registrations and associated revenue is anticipated. In a similar manner as the PLAY program, the Town will register participants as approved by the Region. At the end of the season the Region will verify the list of participants and provide funds to the Town.

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Report No. CMS18-011

Communications Considerations

There are no anticipated communications implications.

Link to Strategic Plan

The agreement supports the Strategic Plan goal of ***Supporting an Exceptional Quality of Life for All*** through its accomplishment in satisfying requirements in the following key objective within this goal statement:

Encouraging an Active and Healthy Lifestyle: through the increased opportunity for children from low-income families to participate in Town summer camp programs.

Alternative(s) to the Recommendation

1. Council can decline to enter into the agreement to accept Child Care Subsidy payments.
2. Council can provide further direction.

Conclusions

Staff recommend that Council authorize the Director to execute the Child Care Subsidy agreement on an annual basis.

Attachments

None.

Previous Reports

None.

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Report No. CMS18-011

Pre-submission Review

Agenda Management Team review on April 12, 2018

Departmental Approval

Approved for Agenda



**Robin McDougall
Director, Community Services**



**Doug Nadorozny
Chief Administrative Officer**



**Town of Aurora
General Committee Report**

No. PDS18-036

Subject: Brookland Avenue Reconstruction – Managing Construction
Disruption and Improved Communications

Prepared by: Anca Mihail, Manager of Engineering and Capital Delivery

Department: Planning and Development Services

Date: May 1, 2018

Recommendation

- 1. That Report No. PDS18-036 be received for information.**

Executive Summary

Reconstruction projects for sewers, watermains and roads have a big impact on traffic operations as they typically occupy the municipal right-of-way. When the reconstruction work is undertaken on major municipal roads, with vehicular traffic, cyclists, pedestrians and commercial operations, the resulting disruption can be significant.

The purpose of this report is to present strategies to reduce the effects of Town-led construction projects on residents, businesses and road users.

Background

At its meeting of February 27, Council passed the following motion:

“Whereas the Town of Aurora has a Ten-Year Road Reconstruction Program, and each year there are road projects impacting residents and businesses alike; and

Whereas recent road improvement project(s) have had its challenges; and

Whereas in 2018 the Town is anticipating road projects including, but not limited to, Yonge Street stretching from Brookland Avenue to St. John’s Sideroad; and

Whereas staff in large part has already analyzed the challenges and successes in the case of Brookland Avenue road project, and plans to leverage the information for future projects; and

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Whereas the Town has a Business Concierge team to partner with local businesses to mediate potential business impacts due to adjacent road reconstruction;

1. Now Therefore Be It Hereby Resolved That staff bring a detailed report to Council which includes, but is not limited to, the following:
 - a) Challenges encountered (including incidents in the Brookland Avenue road improvement project);
 - b) Successes;
 - c) What was learned;
 - d) Recommendations to be included for future road projects, including how the Business Concierge team can get involved;”

The construction of sewers, watermains and roads is by nature noisy, dusty and disruptive work. It can cause some negative impact to adjacent property owners or motorists, pedestrians or other roadway user affected by the construction activities. When this work is overlaid onto Town’s streets with relatively high volumes of vehicular traffic, cyclists, pedestrians, narrow right-of-ways and varied commercial operations, the resulting disruption can be significant.

The Town is forecasting significant growth in capital construction in the next 10 years, raising the prospect of higher construction-related impacts on adjacent property owners, pedestrians, cyclists, transit and motorists. Traffic congestion, construction duration and public disruption are the main impacts of construction within the road right-of-way, and major concerns to road users as well as Town’s engineering staff charged with maintaining and operating Town’s linear infrastructure assets.

The Reconstruction of Brookland Avenue from Yonge to Banbury Crescent was undertaken in 2017. The project involved full depth road reconstruction over the entire pavement width, removal and replacement of the sanitary sewers, storm sewers, the watermain, the 2 culverts, one on the west side and another on the east side of the section of road being reconstructed, and replacement of the sidewalk located on the south side of the road where necessary.

Construction works were considerably delayed due to a very unusual wet summer, 28 rain days from July to 2017 to the end of January 2018.

For the spring/summer of 2018 the following works are scheduled: placement of the top course asphalt with base asphalt repairs where necessary, adjustment to manholes and catch basins, sidewalk repairs/replacement, line painting, topsoil, sod placement and

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tree planting. This work is estimated to take approximately 15 to 20 working days, weather permitting.

Analysis

The main concerns from the residents in the Brookland Avenue area included the project duration, traffic and access matters, business disruption with resultant business loss, the adequacy of the contractor's actions, schedule delays and overall contractor performance.

The schedule delays were due mostly to the very wet summer of 2017 with very high number of rain days (28 in total) that impacted and delayed the culverts' replacement work. The replacement of the linear servicing infrastructure (e.g. the sanitary sewer, the storm sewer and the watermain), as well as the road work could not start until the 2 culverts were replaced. The schedule delays intensified the disruption to both residents and business owners and there were complaints regarding noise, dust, mud on the street, storefront disruption, difficult pedestrian traffic as well as difficult access into Wimpy's commercial plaza. Also, the size of the required work zone and the narrow right-of-way of Brookland Avenue, intensified the construction disruption to the residents and general public.

As a result of the issues associated with disruption and construction duration experienced on Brookland Avenue reconstruction project, staff analyzed the facts and plans to leverage the information for future projects. The Engineering Division will continue to employ certain strategies used before as well as make specific improvements in some key areas as specified below:

- Procurement Processes - Pre-qualification of contractors
- Traffic Control Plans/Traffic Management Plans
- Contract Management Improvement - Liquidated Damages
- Contractor Performance Evaluation Tool
- Communication Strategies and Customer Service

The strategies and process improvements contained in this report seek to improve the way the Town and its contractor do business and to minimize the disruption to the area residents and businesses due to civil engineering reconstruction projects. However, to ensure that contractors remain liable for both the damage they cause and for the Health and Safety of their workers, it is absolutely necessary for them to have full control of their construction work zones and how they direct the work of their forces. The key

strategies identified in this report provide the framework through which the Town can continue to seek improvements in overall performance and manage disruption to the public.

Pre-qualification of Contractors

One of the strategies being considered for 2019 by the Engineering Division in collaboration with Procurement Services Division is to issue a Request for Pre-Qualification (RFPQ).

A RFPQ is an additional procurement process that occurs prior to a Request for Tender (RFT), being issued. The RFPQ consists of an evaluation process through which contractors are evaluated based on project specific criteria included within RFPQ. The RFPQ can also evaluate required expertise to perform work, including capacity requirements, before they can submit a bid for the RFT. It minimizes risk of underperforming contractors by screening out unqualified contractors.

Pre-qualifying criteria are project-specific to ensure an alignment between the performance requirements of the project with the capabilities, capacity and experience of the contractors bidding the job in order to confidently secure compliant contractors. Additional criteria can be considered on a project-specific basis.

An impact to this new engineering strategy may be a reduced number of bids and potentially increased costs.

Also, adding in this additional procurement process there might be potential increases in project delivery timelines due to a lengthen procurement process. However, there is the possibility of having a 3-year RFPQ roster to be used for similar types of projects that will alleviate this issue.

The use of this strategy on a case-by-case basis will be done with consideration to balance public disruption against increased construction costs and lengthen the overall project delivery timelines that might result from the application of this strategy.

Traffic Control Plans and/or Traffic Management Plans

For all engineering construction project there is the requirement that contractors prepare and submit **Traffic Control Plans or Traffic Management Plans**.

Where construction projects are not anticipated to cause significant traffic congestion, there may only be a requirement to develop a **Traffic Control Plan** for delineating

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construction work zones, as prescribed by the Ontario Ministry of Transportation regulations. The Traffic Control Plan identifies the proper procedures and appropriate signage for closing traffic lanes to ensure the safety of workers and of the public when travelling through the work zone.

For projects where the traffic impact of a construction project is considered to be significant and extending beyond the limits of the work zone, a more comprehensive site and area specific **Traffic Management Plan** can be developed by the contractor prior to the start of construction. The ultimate objective of the Traffic Management Plan is to ensure that road safety is maintained for the public and construction workers.

Engineering staff will ensure that the appropriate traffic plans are developed by the contractor and that they include some key measures that help mitigate traffic disruption within a construction zone such as limits on construction work hours, lane shifting, traffic signal timing, phasing of construction activities within the work zone, signed detour routes and local and through traffic restrictions.

Contract Management Improvement - Liquidated Damages

Engineering has included in all construction contracts a “Liquidated Damages” clause which stipulates that in case the project is not completed on time, the contractor will pay the Town liquidated damages for each and every working day’s delay in finishing the work beyond the date of completion.

The Engineering Division will be reviewing the sum for liquidated damages and pre-estimates in all contracts to consider how they can be used more effectively to deal with delays caused by contractors and to provide incentives to meet schedules.

Through the Aurora Centre of Excellence (ACE) project team, the Town is also embarking on a project to create and implement a consistent and standardized project management framework. This framework will include a common methodology that covers project prioritization, reporting, risks, communications, change management and a set of templates for staff to use throughout the duration of the project. Contract management is part of the monitoring and controlling aspect of project management and as such the Engineering Division will look to implement the recommendations from the ACE Project Management Framework as soon as they become available.

Contractor Performance Evaluation Tool

The Contractor Evaluation Performance Tool has been implemented by Engineering Division in collaboration with Procurement Services Division in 2011.

As this tool has proven to be very effective in determining whether a contractor has the necessary expertise and capabilities to implement Town's projects, staff will continue to use it.

The Contractor Performance Evaluation Tool does not replace the need for project managers to monitor and oversee their contracts properly and to maintain proper documentation. The tool is a useful resource in summarizing and determining whether a contractor has demonstrated the necessary workmanship, performance, expertise and capabilities on the Town of Aurora projects to bid on future work.

The goal of the Contractor Performance Evaluation tool is to have a comprehensive assessment and evaluation of how well a particular contractor performed on a particular project and provides an official evaluative record, both positive and negative of a given contract or project. The contractor Performance Evaluation tool allows the Town to conduct interim evaluations as well as final evaluations if the project is long enough. For a project like Brookland Avenue Reconstruction an interim evaluation is done after the project obtains substantial performance (construction up to the base asphalt) and give contractors the opportunity to understand how the Town sees the work progressing and to correct any deficiencies as the project continues. The final evaluation is done at the end of the project.

During and after the completion of each project, the contractor performance is being thoroughly evaluated in the following areas:

- Administration, supervision and management of the project, including supervision and decision making, coordination and cooperation with the Project Manager, Town staff, submission of documents, reports, work schedules and invoices.
- Safety, public relations and claims handling including public safety, traffic control, compliance with Ministry of Labor regulations, relations with the general public, other agencies, prevention and handling of claims, including the resolution of third party claims.
- Quality of work including adherence to plans, specifications and requirements of the contract and ability to resolve issues.

- Progress of Work including the completion of project within the allotted time and budget, handling of extra work, condition, safety, reliability.

Depending on the performance evaluation total score, the contractor will be approved to bid on future work, placed on probation to closely monitor future work or not be recommended for future work.

Communication Strategies and Customer Service

Engineering and Communications Divisions have come up with the following communication plan for capital construction projects:

- 1) Improved Communication between Departments
 - A list of capital projects for the year will be sent to Corporate Communications as soon as the capital program budget is approved.
 - Engineering will provide Corporate Communications with monthly updates via e-mail during non-peak construction times and bi-weekly updates from May to September. Ad hoc updates will be provided as necessary.
 - Engineering and Communications have created a Community Impact Evaluation tool for all projects. The online form identifies key issues relating to the impact to businesses, residents, schools, seniors' facilities, public transportation and pedestrians. The completed evaluations will be sent to Communications to aid in the development of a communication strategy. In the event of any impact to businesses, the form will automatically be sent to staff in the Business Concierge area to take action.
- 2) Improved Communication Tools
 - Large road signs will be put at the site of any works to advise general public in the area in addition to construction signs installed by the contractor.
 - Corporate Communications has created a Road Construction page for the website. The website will list all the current projects and their status. In addition, the page will include an interactive map created by Engineering/GIS Group showing locations where construction is happening in the Town. Users can click on the project and pull up information on it.

- The current project list will also be published in the Notice Board, Aurora Matters e-newsletter, on digital signage and posted on social media.
 - Existing communications methods (i.e. letters) will continue to be utilized.
- 3) Quick/Concise Communications to Businesses and Residents
- For businesses: staff from Economic Development will visit businesses when a major and ongoing disruption is anticipated and proactively discuss methods (where possible) to mitigate the impacts. This will occur prior to the planned disruption to ensure adequate notice is provided.
 - For residents: the letter template includes a link to the construction update page on the website.

Advisory Committee Review

Not applicable

Legal Considerations

Not applicable

Financial Implications

There are no financial implication resulting from this report. Potential cost increases or cost savings may materialize on some capital construction projects through the implementation of some of the strategies discussed here, however at this time they are not easily quantifiable.

Communications Considerations

Communications will promote the new Road Construction page on the Town's website and use the communications tools identified in this report to ensure our community is kept informed of ongoing projects and their impacts.

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Report No. PDS18-036

Link to Strategic Plan

This report supports the Strategic Plan goal of ***Supporting an Exceptional Quality of Life for All*** through its accomplishment in satisfying requirements in the following key objective within this goal statement:

Invest in sustainable infrastructure: Maintain and expand infrastructure to support forecasted population growth through technology, waste management, roads, emergency services and accessibility.

Alternative(s) to the Recommendation

None

Conclusions

This report discusses a series of new and/or improved strategies to control construction duration and minimize public disruption for Town-led construction projects. Not all strategies discussed here are applicable in all situations. Staff must consider each situation and apply these strategies on a case-by-case basis so the benefits of the strategies being considered outweigh possible financial impacts on capital construction projects.

Attachments

None

Previous Reports

None

Pre-submission Review

Agenda Management Team review on April 12, 2018

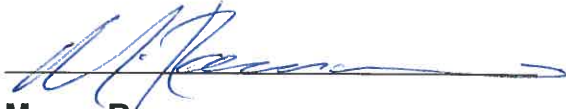
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Report No. PDS18-036

Departmental Approval

Approved for Agenda



**Marco Ramunno
Director
Planning and Development Services**



**Doug Nadorozny
Chief Administrative Officer**



**Town of Aurora
Finance Advisory Committee
Meeting Minutes**

Date: Wednesday, March 28, 2018

Time and Location: 5:30 p.m., Holland Room, Aurora Town Hall

Committee Members: Councillor Michael Thompson (Chair), Councillor Harold Kim, and Mayor Geoffrey Dawe

Member(s) Absent: None

Other Attendees: Doug Nadorozny, Chief Administrative Officer, Dan Elliott, Director of Financial Services/Treasurer, Techa van Leeuwen, Director of Corporate Services, Karen Oreto, Financial Analyst, Anna Ruberto, Manager, Procurement, and Ishita Soneji, Council/Committee Secretary

The Chair called the meeting to order at 5:39 p.m.

1. Approval of the Agenda

**Moved by Councillor Kim
Seconded by Mayor Dawe**

That the agenda as circulated by Legislative Services be approved.

Carried

2. Declarations of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

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3. Receipt of the Minutes

Finance Advisory Committee Meeting Minutes of February 28, 2018

Moved by Mayor Dawe

Seconded by Councillor Kim

That the Finance Advisory Committee meeting minutes of February 28, 2018, be received for information.

Carried

4. Delegations

None

5. Consideration of Items

1. Review of Detailed Financial Budget Information Re: Corporate Services (CS)

Staff provided an overview of the line-by-line analysis and year-to-date comparison of the final approved 2018 budget for the Corporate Services department. Staff reviewed changes in departmental operations, staffing, and provided detailed explanations respecting the highlighted items.

The Committee and staff discussed about the constraints surrounding various revenue opportunities and the existing pressures in staffing. Staff noted that review of staff resources and service requirements is forthcoming to help alleviate the pressures.

Moved by Councillor Kim

Seconded by Mayor Dawe

1. That the comments and suggestions of the Review of Detailed Financial Budget Information for Corporate Services be received and referred to staff for consideration and action as appropriate.

Carried

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**2. Memorandum from Director, Financial Services
Re: Round Table Discussion: Proposed Changes to Procurement
Thresholds**

Staff provided an overview of the proposed changes to procurement thresholds, noting that a report is forthcoming to Council. The Committee and staff discussed various aspects of the proposed threshold changes, including procurement approaches for various clientele, the process for final approval and the role of Council, and emphasized the need for vendor evaluations.

**Moved by Mayor Dawe
Seconded by Councillor Kim**

1. That the memorandum regarding Round Table Discussion: Proposed Changes to Procurement Thresholds be received; and
2. That the comments of the Finance Advisory Committee be referred to staff for consideration.

Carried

**3. Distribution and Introduction of Detailed Financial Budget Information
Re: Operational Services (OS)**

**Moved by Councillor Kim
Seconded by Mayor Dawe**

1. That the detailed financial budget information for Operational Services department be received and deferred for discussion and detailed review at the April 25, 2018 meeting of the Finance Advisory Committee.

Carried

6. New Business

None

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7. Adjournment

Moved by Mayor Dawe

Seconded by Councillor Kim

That the meeting be adjourned at 6:55 p.m.

Carried

Committee recommendations are not binding on the Town unless adopted by Council.



**Town of Aurora
Heritage Advisory Committee
Meeting Minutes**

Date:	Monday, April 9, 2018
Time and Location:	7 p.m., Holland Room, Aurora Town Hall
Committee Members:	Councillor Jeff Thom (Vice Chair), Bob McRoberts (Honorary Member), Neil Asselin, Barry Bridgeford, James Hoyes, Martin Paivio and Ken Turriff (arrived 7:06 p.m.)
Members Absent:	Councillor Wendy Gaertner (Chair) and John Kazilis
Other Attendees:	Councillor Tom Mrakas, Marco Ramunno, Director of Planning and Development Services, Jeff Healey, Planner, and Ishita Soneji, Council/Committee Secretary

The Vice Chair called the meeting to order at 7:04 p.m.

1. Approval of the Agenda

Moved by Bob McRoberts

Seconded by Barry Bridgeford

That the agenda as circulated by Legislative Services, with the following addition, be approved:

Carried

2. Declarations of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

3. Receipt of the Minutes

Heritage Advisory Committee Meeting Minutes of March 5, 2018

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**Moved by James Hoyes
Seconded by Martin Paivio**

That the Heritage Advisory Committee meeting minutes of March 5, 2018, be received for information.

Carried

4. Delegations

None

5. Matters for Consideration

1. HAC18-007 – Request to Designate under Part IV of the *Ontario Heritage Act*, 83 Temperance Street “Ireland-Moore House”

Staff provided a brief overview of the report.

The Committee inquired about the heritage building evaluation scores and the originality of the existing foundation, and staff provided clarification.

**Moved by Bob McRoberts
Seconded by Martin Paivio**

1. That Report No. HAC18-007 be received; and
2. That the Heritage Advisory Committee recommend to Council:
 - (a) That the House located at 83 Temperance Street be designated under Part IV of the *Ontario Heritage Act* as a property of cultural heritage value or interest; and
 - (b) That the Town Clerk be authorized to publish and serve Council’s Notice of Intention to Designate as per requirements of the Act; and
 - (c) That the designation by-law be brought before Council for passing if no objections were received within the thirty (30) day objection period as per requirements of the Act; and

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- (d) That the owners of 83 Temperance Street be thanked for their support of the designation of the subject heritage property.

Carried

6. Informational Items

2. Memorandum from Planner/Heritage Planning Re: Pet Cemetery Update

Staff provided an overview of the memorandum and the forthcoming plans for restoration.

The Committee and staff discussed about the scope of work, details of the inventory, and the possibility of mediating ground level during the restoration process. Staff further noted that staff and volunteers will be provided with training in various restoration and cleaning techniques from Memorial Restoration Inc. to ensure proper restoration and preparation of the stones.

**Moved by James Hoyes
Seconded by Barry Bridgeford**

1. That the memorandum regarding Pet Cemetery Update be received for information.

Carried

3. Extract from Council Meeting of February 27, 2018 Re: Heritage Advisory Committee Meeting Minutes of December 11, 2017

**Moved by Ken Turriff
Seconded by Neil Asselin**

1. That the Extract from Council meeting of February 27, 2018, regarding the Heritage Advisory Committee Meeting Minutes of December 11, 2017, be received for information.

Carried

Heritage Advisory Committee Meeting Minutes
Monday, April 9, 2018

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**4. Extract from Council Meeting of February 27, 2018
Re: Heritage Advisory Committee Meeting Minutes of February 12, 2018
and Summary of Committee Recommendations Report No. 2018-02**

**Moved by Bob McRoberts
Seconded by Martin Paivio**

1. That the Extract from Council meeting of February 27, 2018, regarding the Heritage Advisory Committee Meeting Minutes of February 12, 2018, and Summary of Committee Recommendations Report No. 2018-02, be received for information.

Carried

7. New Business

The Committee inquired about the status of the designation process for 23 Mosley Street, and staff agreed to provide an update at a future meeting.

The Committee inquired about the financial contribution regarding the delisting of 14452 Yonge Street from the Aurora Register of Properties of Cultural Heritage Value or Interest, and staff provided clarification.

The Committee requested an update regarding the Aurora Heritage Awards, and staff agreed to provide an update at a future meeting.

The Committee expressed various concerns regarding the ongoing construction at 32 Wellington Street East. Staff agreed to investigate the matter and provide an update at the next meeting.

8. Adjournment

**Moved by James Hoyes
Seconded by Neil Asselin**

That the meeting be adjourned at 7:40 p.m.

Carried

Committee recommendations are not binding on the Town unless adopted by Council.



**Town of Aurora
General Committee Report**

No. OPS18-009

Subject: Joint Operations Centre Additional Works
Prepared by: Allan D. Downey, Director of Operations
Department: Operational Services
Date: May 1, 2018

Recommendation

- 1. That Report No. OPS18-009 be received; and**
- 2. That this report satisfies the requirement for release of conditional approval for capital works at the Joint Operations Centre.**

Executive Summary

This report seeks Council approval for additional Capital Works at the Joint Operations Centre (JOC):

- The JOC Audit has been completed
- Approvals for the Lake Simcoe Region Conservation Authority (LSRCA) remain outstanding

Background

During the presentation of the 2018 Capital Budget, additional works for the JOC was presented for Council consideration and approval. Staff received conditional approval at the time subject to an audit report being presented to Council regarding the JOC and a future report to Council releasing the conditional approval. On April 10th, Council approved the following recommendation:

That staff bring forward for approval a report of the items required to complete the JOC as were conditionally approved in the 2018 capital budget.

Analysis

The JOC Audit has been completed

The audit on the JOC has been completed and was presented to Council on April 10, 2018. With this requirement completed, staff are reporting back to Council requesting

that the outstanding capital works for the JOC be approved and completed as presented. The list of outstanding capital works are identified as follows:

Priority	Description	In Original Contract?	Cost
1	Back Lot Paving and Full Build Out – To grade in fill and pave the back parking lot at the JOC. This will provide increased paved area for equipment and storage of supplies and allow for proper grading to catch basins so that erosion does not continue.	Yes	\$890,200
2	Upper Parking Lot and Rear Yard – Top Coat – to put a top coat of asphalt for paved areas at the JOC. This will provide for proper grading and reduce the risk for tripping and slips and falls on the property.	Yes	\$285,000
3	JOC Landscaping – finish landscaping at the JOC, including sod and plants. This will help control runoff and green the property.	Yes	\$85,000
4	Garbage Tipping Station – need to have a location to tip garbage from operations in a safe/efficient manner. Currently Machell Yard is used which is bordered by residential homes. Several complaints over the years have been received about staff accessing the yard to tip on weekends, early mornings and evenings. In addition, this site has been identified as a future potential development site by the Town.	Yes	\$100,000
5	Storage Buildings – a request has been made for a large cold storage building so that tools and equipment are not left exposed to the elements. The area could also be used as a staging area which would free up some space in the heated bays.	No-cut from design	\$300,000
6	Automated Gate Control – To add an access gate at the service entrance that is powered and has access control. The existing manual gate does not provide adequate security for our staff during and after hours. Unauthorized persons entering the property have several risks including theft, health and safety and vandalism.	No-new request	\$50,000
7	South Side Exterior Finishing – finish the south outside exterior area near the greenhouse and retaining walls. This would include fencing off the area and adding an additional retaining wall or concrete near the building to stop erosion. This would reduce risk of injury	No-cut from design	\$50,000

Priority	Description	In Original Contract?	Cost
8	Furniture – Common areas, meeting rooms, collaborative spaces	Yes	\$45,000
9	Entry Pylon Exterior Sign – to add a high definition pylon sign to the front entrance of the JOC. This will improve communication to residents and provide for better building identification.	Yes	\$60,000
10	Intercom System – an intercom system would allow for better communication to all staff throughout the building. Currently, we are only able to communicate in the office building. This would be especially important in the event of an emergency.	No–new request	\$20,000
11	Third Floor Build Out – to build out the vacant third floor and use it as office space for town staff. This space will become increasingly important in the next 3-5 years.	No–new request	\$300,000
n/a	Building Exterior Sign – Add exterior signage around the building, including the service entrance and works areas. This will allow for better traffic flow and less confusion for residents.	COMPLETED	
n/a	Soil Quality at Back of Property – there had been concern when the JOC was being built about the appearance of the salt dome from residents. It had been agreed that vegetation would be planted outside the fenced area to help screen the working yard and to provide a buffer between the JOC and the Arboretum	COMPLETED	

Approvals for the LSRCA remain outstanding

Permits for the JOC were obtained from LSRCA to commence work on the site. During the construction process, fill was placed into the valley without the approval of the LSRCA. Staff from the LSRCA have attended the site and inspected the results of the fill operations.

The site remains stable and erosion protection has been installed; however, ground cover and landscaping to stabilize the slopes is required.

Staff have been in communication with the LSRCA and are awaiting either approval of the works or direction regarding what remedial actions are required to obtain approval. Staff have not included any cost estimates for remedial works as they are unknown at this time. If capital funding is required, staff will prepare a separate report to Council requesting such funding.

May 1, 2018

Page 4 of 5

Report No. OPS18-009

Advisory Committee Review

Not applicable.

Legal Considerations

None.

Financial Implications

The total Capital Works required amounts to \$2,185,200:

- \$728,400 should be funded from Parks & Facilities Development Charges; and
- \$1,456,800 should be funded from Roads and Related Development Charges.

Communications Considerations

There is no external communication required.

Link to Strategic Plan

The Joint Operations finishes supports the Strategic Plan goal of Supporting Environmental Stewardship and Sustainability for all through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Encouraging the stewardship of Aurora's natural resources: Assess the merits of measuring the Town's natural capital assets.

Alternative(s) to the Recommendation

1. Council may consider not completing any or all of the works identified in this report.

Conclusions

As indicated in the Audit Report recently approved by Council, there remains a number of outstanding Capital items that were either deleted or not included in the final construction. Staff are seeking Council approval to proceed with these works.

Attachments

None.

May 1, 2018

Page 5 of 5

Report No. OPS18-009

Previous Reports

FS17-003 Joint Operations Centre (JOC) Project: Financial Summary Report, April 4, 2017

Pre-submission Review

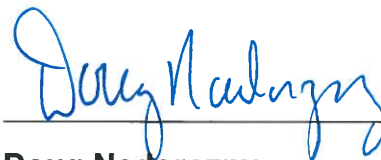
CAO review on April 16, 2018

Departmental Approval



Allan D. Downey
Director
Operational Services

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report No. CAO18-005**

Subject: 2018-2021 Communications and Community Engagement Strategy
Prepared by: Stephanie Mackenzie-Smith, Corporate Communications Manager
Department: Office of the Chief Administrative Officer
Date: May 1, 2018

Recommendation

- 1. That Report No. CAO18-005 be received; and**
- 2. That the attached Town of Aurora 2018-2021 Communications and Community Engagement Strategy be endorsed.**

Executive Summary

The purpose of this report is to seek Council endorsement of the Town of Aurora 2018-2021 Communications and Community Engagement Strategy.

- Overall, the Town enjoys a high-level of satisfaction with regards to communications.
- A clear mission, vision and guiding principles for communications will provide a positive framework for moving forward.
- The strategy is informed by basic research, applied research, qualitative research and quantitative research methodologies.
- Nine objectives and their associated actions, estimated costs, estimated timelines and success measures are outlined in the document.
- Staff are recommending that Council endorse the 2018-2021 Communications and Community Engagement Strategy.

Background

The Corporate Communications Division at the Town of Aurora is currently operating without a formal strategy, outlining objectives and actions for improving communications and engagement with the community.

In 2017, the Corporate Communications Manager presented to Council and outlined the need for a communications strategy that would provide direction to the Corporate

Communications division and provide Council and the public with an overview of communications and community engagement priorities. Following endorsement by Council, staff moved forward with research in order to develop the attached strategy.

Analysis

Overall, the Town enjoys a high level of satisfaction with regards to communications.

The Town currently enjoys a high level of satisfaction with regards to communications. Ninety-one per cent of residents who responded to the 2017 Communications Survey indicated that they were happy or neutral regarding the amount of information they received from the Town and 88 per cent of residents indicated that they knew how to go about getting information on Town programs and services. Only nine per cent of residents stated that they were not satisfied with the amount of information they received from the Town and 10 per cent were unsure where to go to get information about the Town.

A clear mission, vision and guiding principles for communications will provide a positive framework for moving forward.

Informed by research and best practices, the mission, vision and guiding principles formalized in the strategy are as follows:

Mission: To foster an empowered community by providing opportunities for meaningful, two-way communication and cultivate a culture where collaboration between government and community is valued and encouraged.

Vision: To support the organizational mission, vision and values by providing a framework for communications that puts the community first.

Our Guiding Principles:

1. We strive to provide opportunities for our community to engage with us on the issues that matter to them.
2. We provide timely, relevant, accurate and accessible information.
3. We show respect for diversity and inclusivity by improving our understanding of the many cultures and abilities that make up our community and by being cognizant of the barriers that may prevent individuals from participating fully in their government.

4. We consider the wide range of communications tools available to us and utilize the most appropriate to engage and inform our citizens.
5. We recognize that we can always do better and commit ourselves to ongoing improvement.

The strategy is informed by basic research, applied research, qualitative research and quantitative research methodologies.

In developing the 2018-2021 Communications and Community Engagement Strategy, research was conducted into demographics of Aurora, Canadian internet habits, Canadian social media usage and citizen expectations of government as they relate to engagement and digital services. Aurora-specific research findings were gathered by conducting a Council workshop, a communications survey, multiple focus groups and informal feedback opportunities. In addition, a plain language audit was conducted to evaluate the readability of Town communication products.

Council priorities as discussed in the workshop included a desire for more digital communication tools, more in-person engagement opportunities, as well as more proactive communications that demonstrate value for taxpayers.

Demographic data is important to understanding barriers to participation and how to engage residents. The top five languages, other than English, spoken in the Aurora include Chinese, Russian, Persian, Italian and Spanish. The demographic data also illustrates that Aurora is a highly educated and wealthy community with 75 per cent of individuals 25-64 having post-secondary education and an average household income of \$147,604. The fact that Aurora is a community of commuters, also impacts the ability of residents to engage with government. Thirty four per cent of working Aurorans aged 15 and over work outside of York Region and only 24 per cent work in Aurora.

Aurora-specific findings were collected through a survey and focus groups. Residents indicated that the most common methods of receiving information from the Town were the website, social media, outdoor signs and eNewsletter. The preferred methods of communication were consistent with how residents are currently receiving information.

The survey results also showed that the topics residents were most interested in hearing about were special events, garbage and recycling and issues regarding roads and traffic.

May 1, 2018

Page 4 of 6

Report No. CAO18-005

Youth and senior-specific findings are outlined further within the strategy and demonstrate a clear need to provide creative digital engagement opportunities for youth and traditional communications products for seniors.

Nine objectives and their associated actions, estimated costs, estimated timelines and success measures are outlined in the document.

The nine objectives included in the strategy are as follows:

1. Create opportunities for customization and personalization in communication
2. Improve consistency and clarity in communications
3. Leverage technology preferences of our community
4. Promote brand recognition
5. Increase opportunities for two-way communication
6. Build diversity awareness and capacity
7. Improve capacity to proactively respond to issues and tell our stories
8. Continue to use targeted print communications
9. Ensure policies and procedures are consistent with intended outcomes

A total of 28 actions accompany the objectives and are outlined in detail in the strategy.

Staff are recommending that Council endorse the 2018-2021 Communications and Community Engagement Strategy.

The attached strategy represents a new framework for communications at the Town of Aurora and is based on research and best practices. Staff recommend Council endorse the strategy attached.

Advisory Committee Review

N/A

Legal Considerations

N/A

Financial Implications

Financial implications are outlined in the Summary of Recommendations, found on page 37 of the 2018-2021 Communications and Community Engagement Strategy. Financial costs for 2018 are included in the 2018 budget and costs beyond will be included in future budgets presented to Council for consideration.

Communications Considerations

Information on the Communications and Community Engagement Strategy have been posted to the Town website. Should the attached strategy be endorsed, the document will be posted online. Communications to the public regarding our mission, vision, guiding principles and actions will be shared on social media, email newsletter and other appropriate channels.

Link to Strategic Plan

The Communications and Community Engagement Strategy supports the Strategic Plan goal of identifying new formats, methods and technologies to effectively and regularly engage the community.

Alternative(s) to the Recommendation

1. Council may choose to endorse the 2018-2021 Communications and Community Engagement Strategy with modifications.

Conclusions

The 2018-2021 Communications and Community Engagement Strategy sets out a comprehensive vision, mission and guiding principles for the Town that focuses on citizen engagement and providing opportunities for two-way interaction between government and the communities we serve.

The strategy outlines key objectives and the related actions, as well as planned measures of success.

As stated, the strategy is a living document and will be revisited and revised on an as needed basis. Staff will conduct ongoing research and develop a revised strategy in for

May 1, 2018

Page 6 of 6

Report No. CAO18-005

2022–2025. Staff recommend that Council endorse the attached the 2018-2021 Communications and Community Engagement Strategy.

Attachments

Attachment 1 – Town of Aurora 2018-2021 Communications and Community Engagement Strategy

Previous Reports

N/A

Pre-submission Review

Agenda Management Team review on April 12, 2018

Approved for Agenda



**Doug Nadorozny
Chief Administrative
Officer**

Attachment 1

DRAFT

TOWN OF AURORA

COMMUNICATIONS AND COMMUNITY ENGAGEMENT STRATEGY

▶ 2018 - 2021

DRAFT



DRAFT

▶ TABLE OF CONTENTS



4		EXECUTIVE SUMMARY
5		OUR COMMITMENT TO OUR COMMUNITY
6-21		SUMMARY OF RESEARCH FINDINGS
22-36		OBJECTIVES
37-38		SUMMARY OF RECOMMENDATIONS

DRAFT



EXECUTIVE SUMMARY

The Town of Aurora Communications and Community Engagement Strategy was developed by the Corporate Communications Division to provide a framework for improving the way the Town communicates with members of our community and other stakeholders.

We are guided by our mission and our vision and understand we have an obligation to provide value for taxpayer dollars and foster a culture that encourages public participation in government by enhancing two-way communication and ensuring our community has access to timely, relevant and accurate information.

A variety of research methodologies were used in the development of this strategy, including: an online communications survey, youth and seniors focus groups, in-person feedback, a council workshop and data from various research studies.

The Town currently enjoys a high level of satisfaction with regards to communications. Ninety-one per cent of residents who responded to the 2017 Communications Survey indicated that they were happy or neutral regarding the amount of information they received from the Town and 88 per cent of residents indicated that they knew how to go about getting information on Town programs and services. Only nine per cent of residents stated that they were not satisfied with the amount of information they received from the Town.

Residents currently engage with the Town most frequently via the Town website and the preferred methods of communication were e-newsletter, the Town website and social media. Digital channels were identified as the number one method of communication for all groups, with the exception of seniors. However, seniors are increasing their use of email and social media, as illustrated by the data contained within this document.

We are committed to utilizing the most effective and efficient communication tools, techniques and best practices to improve relationships with our community and make appropriate engagement opportunities available to them.

The recommendations set out in this document will enable us to meet the ever-changing needs of our growing community and create additional opportunities for citizens to engage with their government.

It is the intention of Corporate Communications to update this strategy every three years. That stated, this document is a living document, designed to evolve and change as the needs of our community change and as new communication channels, tools, challenges and opportunities arise. We are committed to creating a flexible, agile and skilled Corporate Communications Division that can adapt to change and is dedicated to ongoing improvement.

Recommendations for the execution of this strategy are laid out in the Recommendations section found on page 37 and 38 of this document.

▶▶▶ OUR COMMUNICATIONS COMMITMENT TO OUR COMMUNITY

MISSION

To foster an empowered community by providing opportunities for meaningful, two-way communication and cultivate a culture where collaboration between government and community is valued and encouraged.

VISION

To support the organizational mission, vision and values by providing a framework for communications that puts our community first.

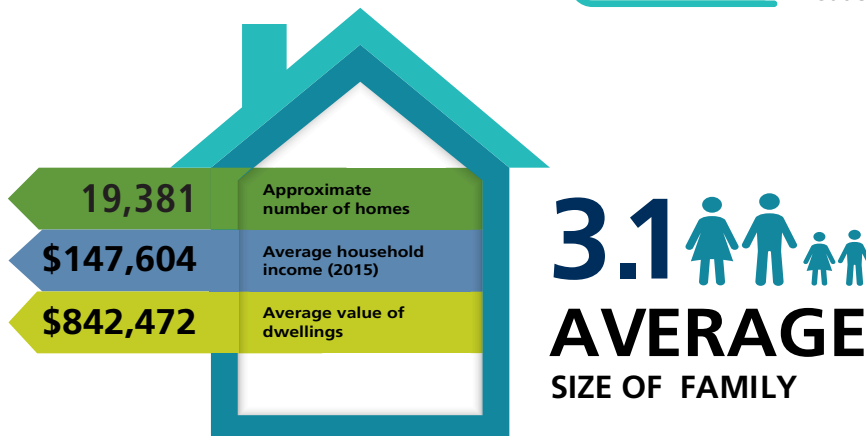
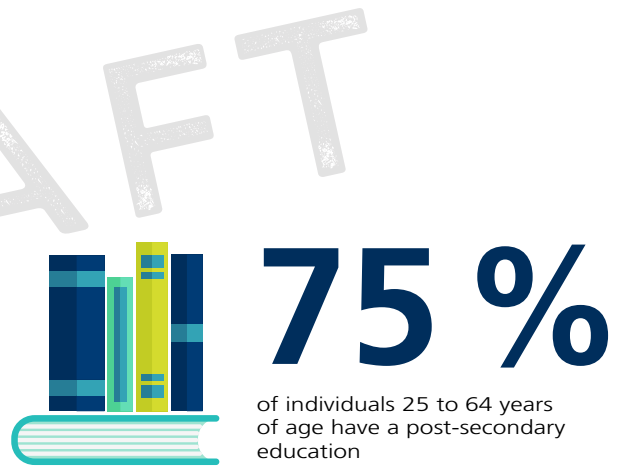
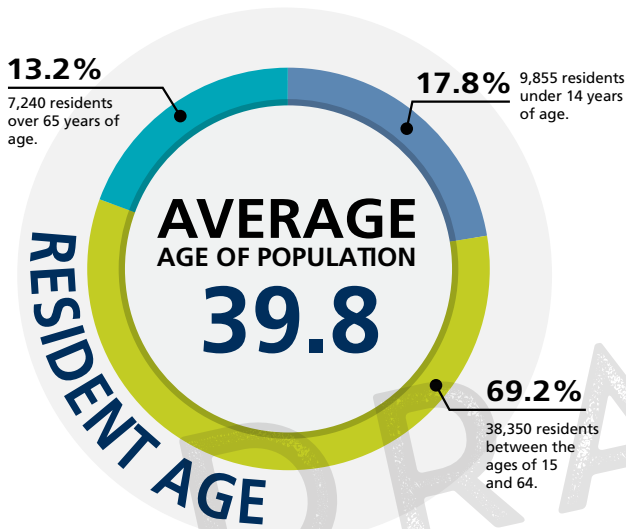


OUR GUIDING PRINCIPLES

1. We strive to provide opportunities for our community to engage with us on the issues that matter to them.
2. We provide timely, relevant, accurate and accessible information.
3. We show respect for diversity and inclusivity by improving our understanding of the many cultures that make up our community and by being cognizant of the barriers that may prevent individuals from participating fully in their government.
4. We consider the wide range of communication tools available to us and utilize the most appropriate to engage and inform our citizens.
5. We recognize that we can always do better and commit ourselves to ongoing improvement.

▶ DEMOGRAPHICS OF AURORA*

Our audience is our community. Understanding who they are and how they live is a critical part of understanding their communication needs. The research contained within shows that the vast majority of Canadians do not attend public meetings or engage in public consultations. Engaging our community in decision-making processes and keeping them informed of Town programs and activities requires knowledge of the communication channels people prefer and an understanding of what they are interested in hearing about.



Our audience is our community. Understanding who they are and how they live is a critical part of understanding their communication needs. The research contained within shows that the vast majority of Canadians do not attend public meetings or engage in public consultations. Engaging our community in decision-making processes and keeping them informed of Town programs and activities requires knowledge of the communication channels people prefer and an understanding of what they are interested in hearing about.

While research from organizations such as Ipsos has identified certain barriers to participation - such as the tendency for a few loud voices to dominate the process and lack of time and awareness of participation opportunities – we also need to be aware of how people live their lives so we can move away from the expectation of having people come to government. Instead, we can reduce existing barriers by turning the tables and instead going to where people are. With that in mind, only nine per cent of surveyed residents indicated they were dissatisfied with the amount of communication from the Town of Aurora. Anecdotal experience tells us that engagement is frequently driven by dissatisfaction and, as such, may influence engagement levels.

Aurora is considered to be one of the best places to live in Canada due to our high incomes and healthy population growth (MoneySense Magazine, Best Places to Live in Canada, 2017). The latest Census data from Statistics Canada, also provides significant insight into our demographics. We are considered to be a highly educated and wealthy community with 75 per cent of individuals ages 25 to 64 having post-secondary education, an average household income of \$147,604 and average home value of \$842,472.

The majority of the population (69 per cent) are between the ages of 15 and 64, while 18 per cent are under the age of 14 and 13 per cent are over 65. Of those between 15 and 64, almost 70 per cent are employed and the Town's unemployment rate stands at 6.47 per cent.

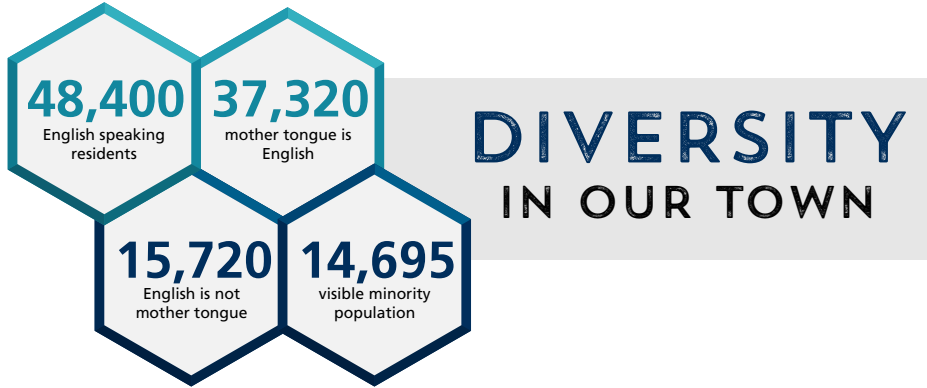
Single detached homes are the most popular type of dwelling (60 per cent) and high-rise apartments are the least popular (five per cent). The remainder of residents live in semi-detached, row homes, flats or low-rise apartments. More than half of residents are married and the average family size is 3.1

The top five languages spoken other than English are:

1. Chinese (2,310 Mandarin & 1,780 Cantonese)
2. Russian (1,540)
3. Persian (1,520)
4. Italian (1,320)
5. Spanish (695)

Like many communities in the Greater Toronto Area, we are a community of commuters. Thirty four per cent of the labour force aged 15 and over, work outside of York Region, 35 per cent work outside of Aurora but in York Region and 24 per cent work in Aurora. The vast majority, 78 per cent, of commuters drive their own vehicles to work while 11 per cent take public transit. The remainder are passengers in vehicles or they cycle or walk to work. Fifty seven per cent of commuters spend more than an hour a day commuting to work.

Given the data, we know that the majority of our population are in the middle of what is generally considered to be the busiest of their lives as they are working, commuting to and from work, and often have young children. This presents unique challenges regarding communications and community engagement as time restrictions may prevent individuals from participating or waiting to participate in local government.



15,815
HOME OWNERS

3,034
HOME RENTERS



**AVERAGE
EMPLOYMENT
INCOME**
\$89,330
(full time workers)



WELCOME TO
AURORA
POPULATION
55,445

* Based on Statistics Canada, 2016 Census Profile



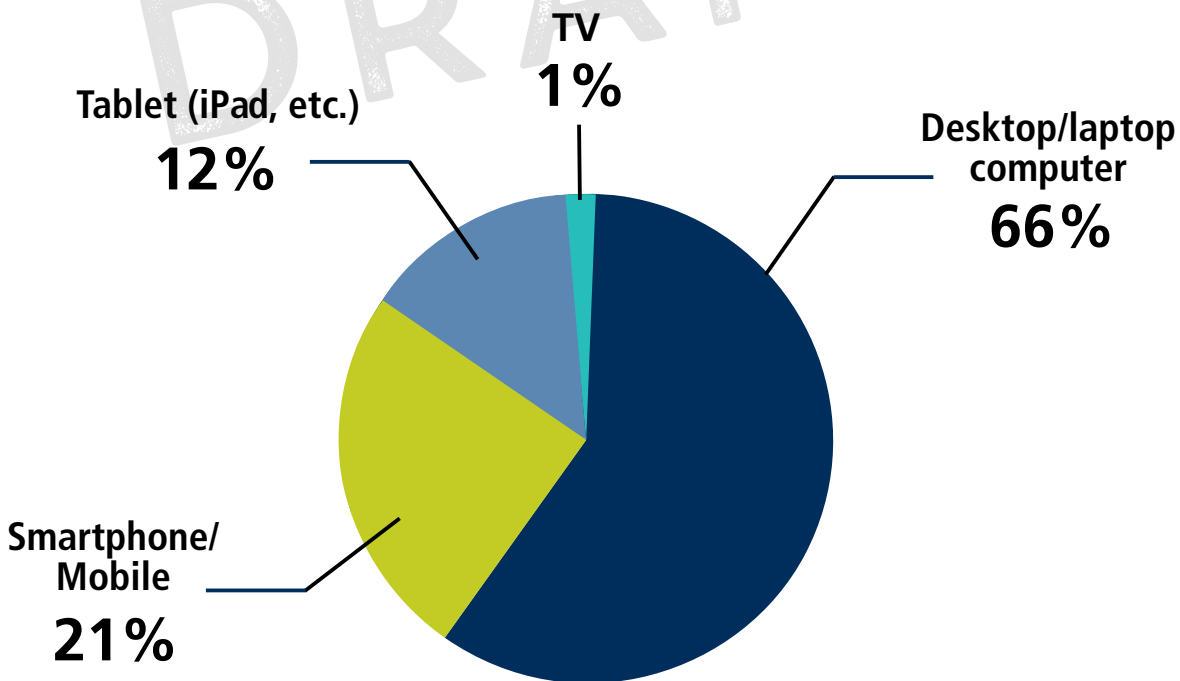
▶▶▶ CANADIAN INTERNET HABITS

The vast majority of Canadians use the internet. According to the *2016 Statistics Canada General Social Survey, Canadians at Work and Home*, 91 per cent of Canadians aged 15 and over used the Internet at least a few times a month. Individuals aged 15 to 44 had the highest internet use saturation rate with well over 90 per cent reporting high usage rates. Internet use sits at 81 per cent for those aged 65 to 74 and 50 percent of those aged 75 and older using the Internet. Nearly all Canadians under the age of 45 use the Internet every single day and 92 per cent of Ontarians use the Internet.

Canadians are among the most engaged users in the world. According to comScore, Canadians spend more hours online (36.7 per month) than anyone else in the world. Canadian desktop users are also among the most diverse, seeking out an average of 3,238 unique web pages per month.

Device used most often to access the Internet*

The majority of Canadians still use a desktop or laptop computer to access the Internet (67%), but those between 18 and 34 are less likely to do so (54%). 41 per cent of Canadian Internet users between 18 and 34 report using a mobile phone to access the Internet most often.

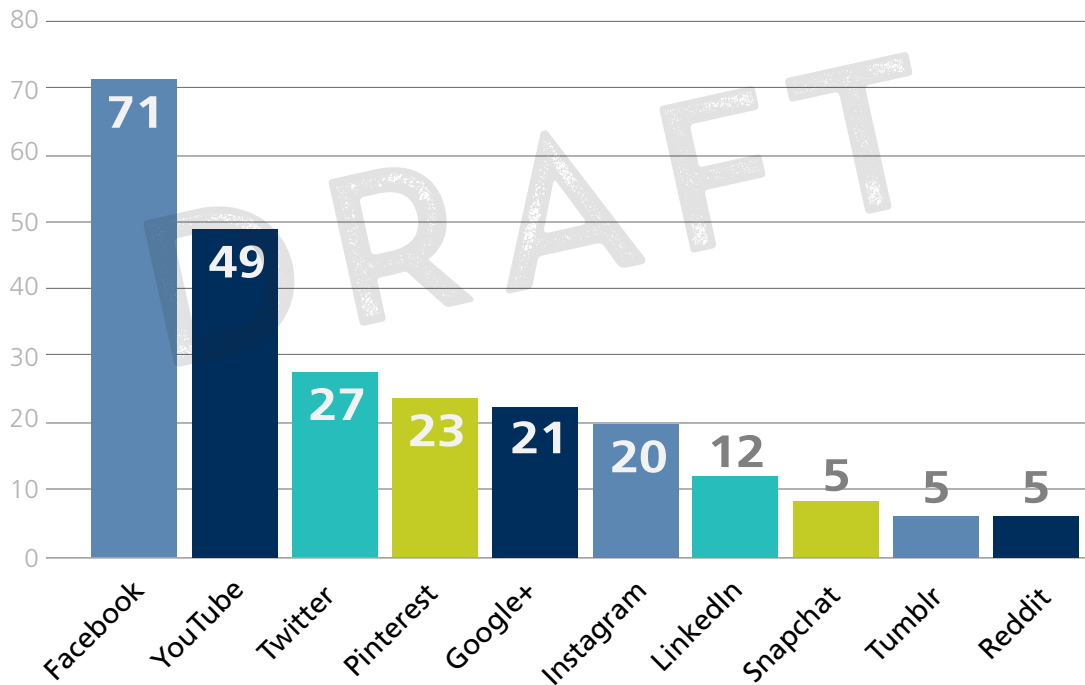


*Source: Canadian Internet Registry Authority, 2017

Social media use in Canada continues to increase with 91 per cent of online Canadians using at least one social media network. Interestingly, only 35 per cent of online Canadians follow governments or government departments on social media demonstrating potential room for growth in this area, and identifying areas for future research.

2016 Canadian Social Media Usage

Percentage of Canadians using Social Media by Platform



*Source: Insights West.com via CanadiansInternet.com)



▶▶▶ WHAT CITIZENS EXPECT FROM GOVERNMENT

A 2017 Accenture survey demonstrated a real generational divide on citizens' expectations of how government engages them. Clearly, younger citizens have a preference for digital engagement while boomers expressed a preference for in-person engagement. That said, boomers are adapting to new technologies as demonstrated by internet usage statistics and our focus group findings.

Millennials (ages 18-34)

- 55 per cent wanted government to provide more services online
- 51 per cent wanted government to engage the public more to determine the future of government services
- 36 per cent expected government to match or exceed commercial services
- 30 per cent wanted to access more service from a smartphone
- 29 per cent wanted more face-to-face experience with government

Generation X (ages 35-54)

- 45 per cent wanted government to provide more services online
- 46 per cent wanted government to engage the public more to determine the future of government services
- 48 per cent expected government to match or exceed commercial services
- 47 per cent wanted more emphasis on face-to-face experience
- 14 per cent wanted more services from a smartphone

Boomers (ages 55+)

- 38 per cent wanted government to provide more services online
- 49 per cent wanted government to engage the public more to determine the future of government services
- 49 per cent expected government to match or exceed commercial services
- 10 per cent wanted to access more service from a smartphone
- 54 per cent wanted more face-to-face experience with government

(Accenture Public Service Consulting Canada, January 2017)

▶▶▶ COMMUNITY ENGAGEMENT WITH GOVERNMENT*

A 2017 study from Ipsos indicates that interest in politics and current affairs is declining. The proportion of young people aged 15 to 34 who stated that they never or rarely followed news doubled from 2003 to 2013 to 21 per cent. The proportion of Canadians aged 55 and older remained largely unchanged at six per cent.

On a municipal level, only 20 per cent of Canadians have participated in a municipal public consultation, with just 12 per cent having done so in the last two years. Participation was higher amongst educated, older adults but engagement across the board is lacking.

Surveys were the most popular way for citizens to engage with their municipal government. Of the 12 per cent of individuals who had engaged with their municipal government in the last two years, 87 per cent had done so by participating in a survey. Online surveys were by far the most popular, representing 73 per cent, 46 per cent by phone and 34 per cent by mail. Only 45 per cent of the 12 per cent who engaged with their local government participated in an in-person consultation in the form of an open house, meeting or public engagement event. Another 26 per cent engaged in social media or an online discussion (31 per cent), 19 per cent participated in focus groups; and 15 per cent said they provided feedback in other ways.

Despite low participation rates, those that did participate in the engagement process had overwhelmingly positive experiences. Eighty one per cent felt that there was adequate opportunity for them to express their opinions and 77 per cent felt it was a positive experience.

Some of the barriers to participation identified by Ipsos included:

- 62 per cent: I don't hear about them
- 55 per cent: I feel like a few strong voices always dominate discussions
- 44 per cent: I don't think my contributions would have an impact on the final decision
- 39 per cent: They run them at times that are inconvenient
- 38 per cent: I'm not interested in public consultation
- 33 per cent: I'm too busy to participate in public consultations

While Ipsos believes that low participation rates will continue to be a challenge, with only nine per cent of Canadians expressing that they would be "very likely" to participate in a future municipal public engagement opportunities. Online surveys and mail surveys did generate interest (80 per cent of Canadians said they would be interested in completing an online survey and 68 per cent indicated they would be interested in completing a mail-in survey.)

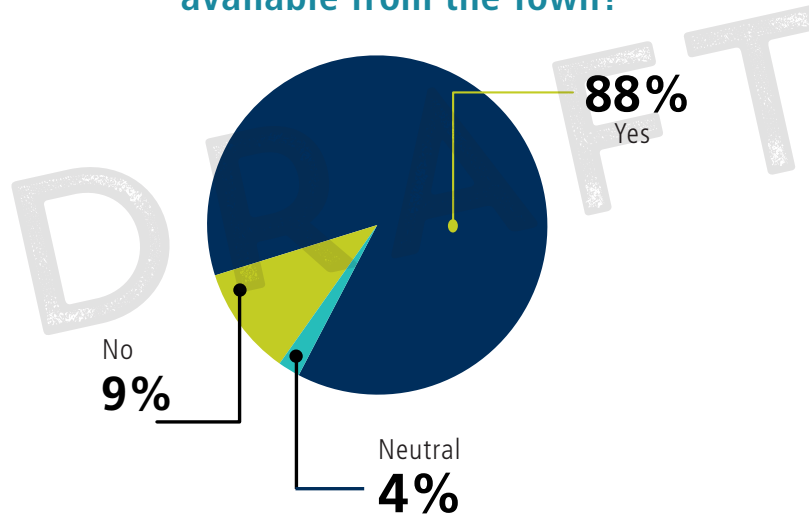
* The Public Engagement Conundrum, July 2017, Municipal World, Catherine Knaus, Ipsos

▶▶▶ AURORA-SPECIFIC RESEARCH HIGHLIGHTS

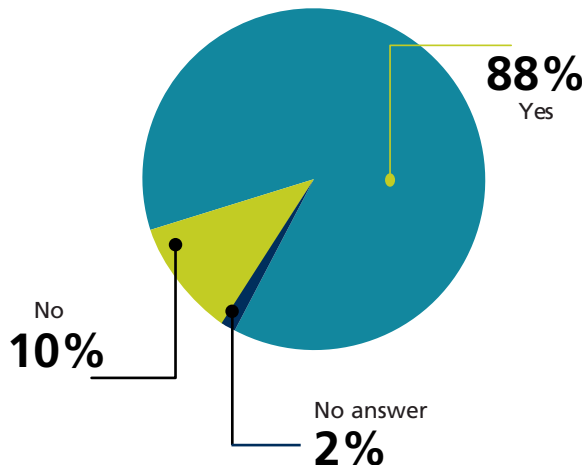
Throughout 2017, Communications undertook research to determine the communication preferences of our community and understand whether they wanted more information from the Town and on what subjects. Our primary research tool was a survey. The survey was completed both online and in-person in order to avoid an inherent bias towards digital communication tools. With 378 responses, the results represent a statistically significant representation of the Town. In addition, focus groups and in-person feedback opportunities were provided to residents. Results were consistent regardless of the collection method, with the exception of some findings resulting from the focus groups with youth and seniors, which are outlined in this document.

▶▶▶ SURVEY

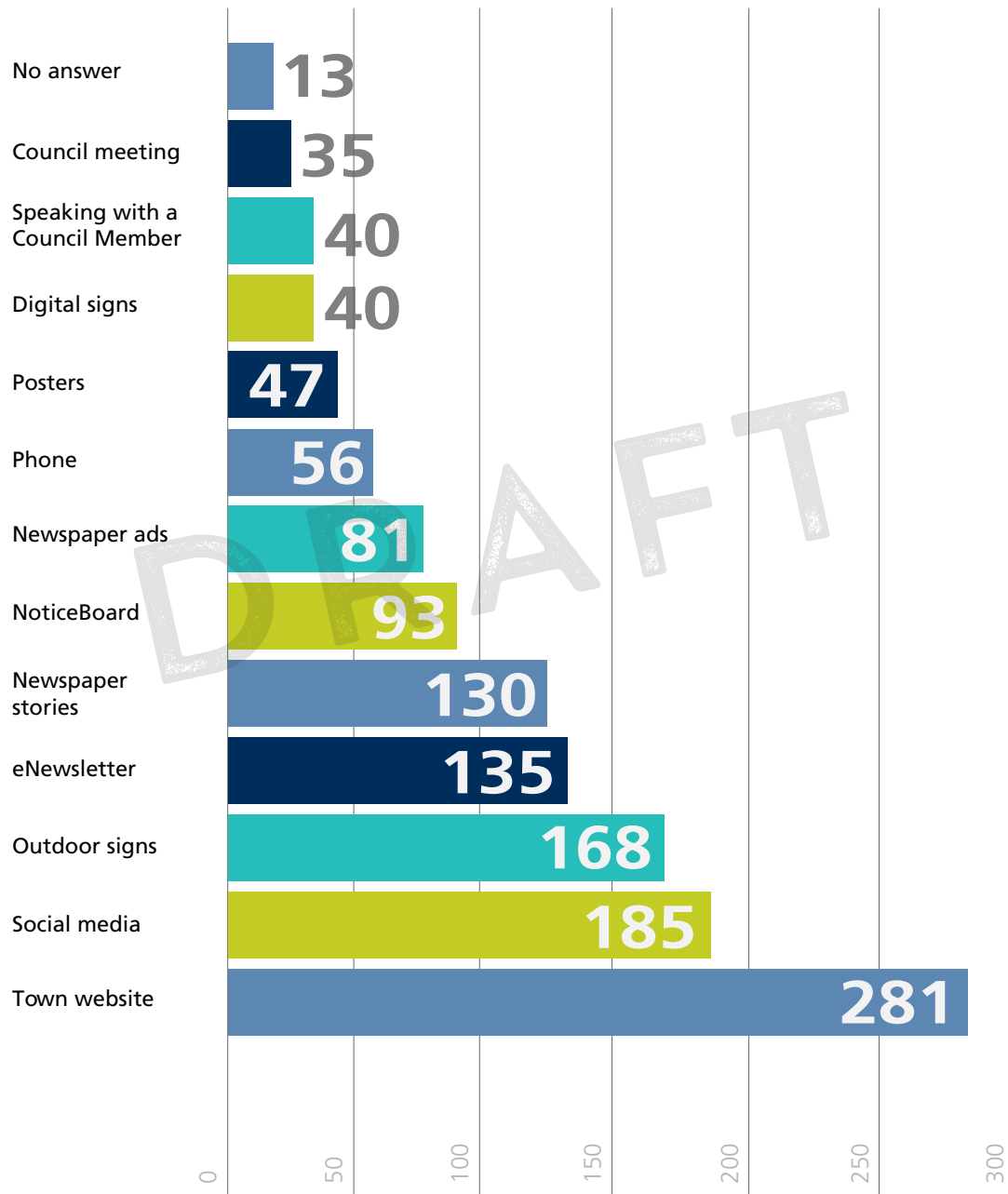
Are you satisfied with the amount of information available from the Town?



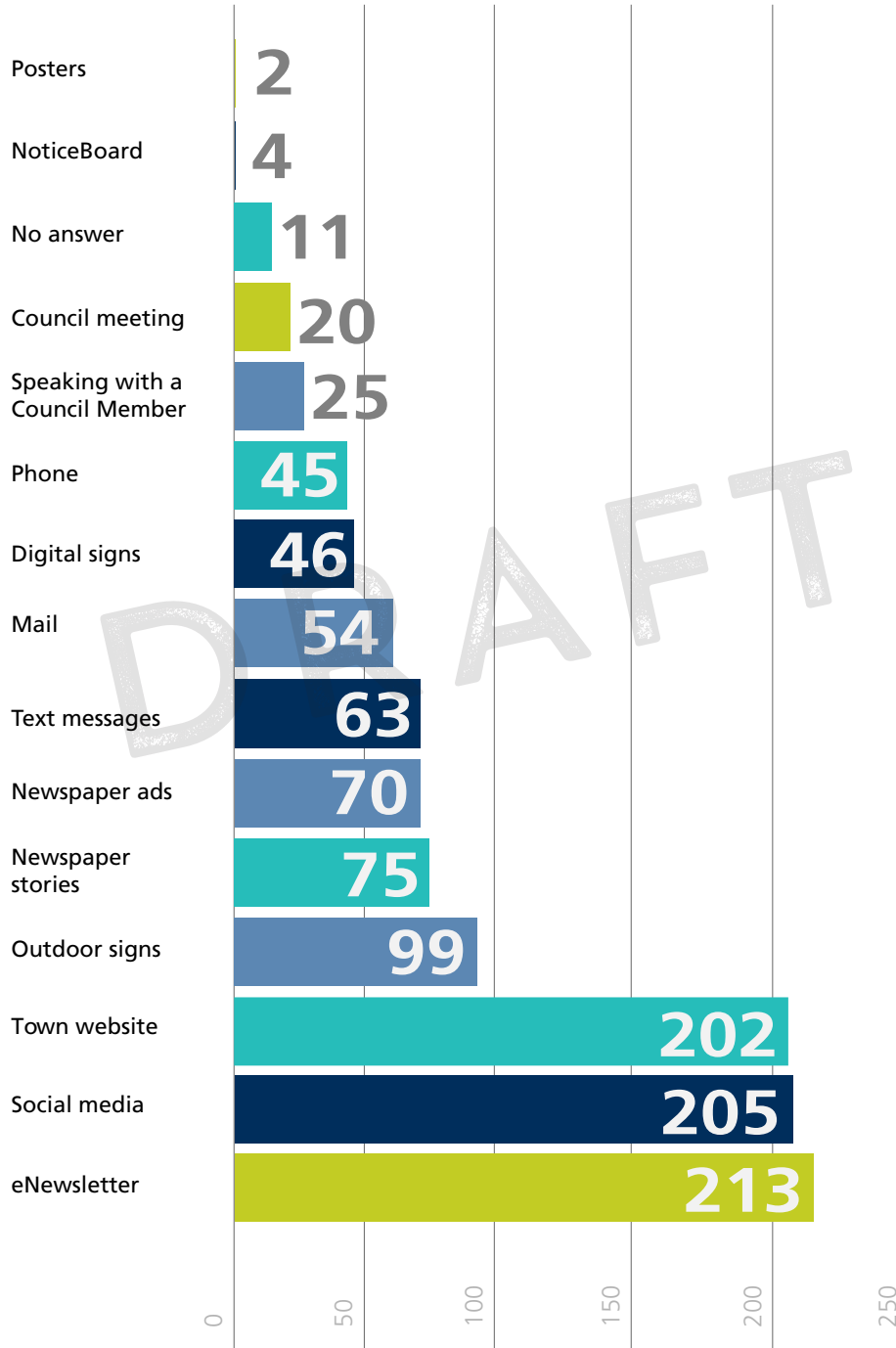
I know where to go if I need information about the Town:



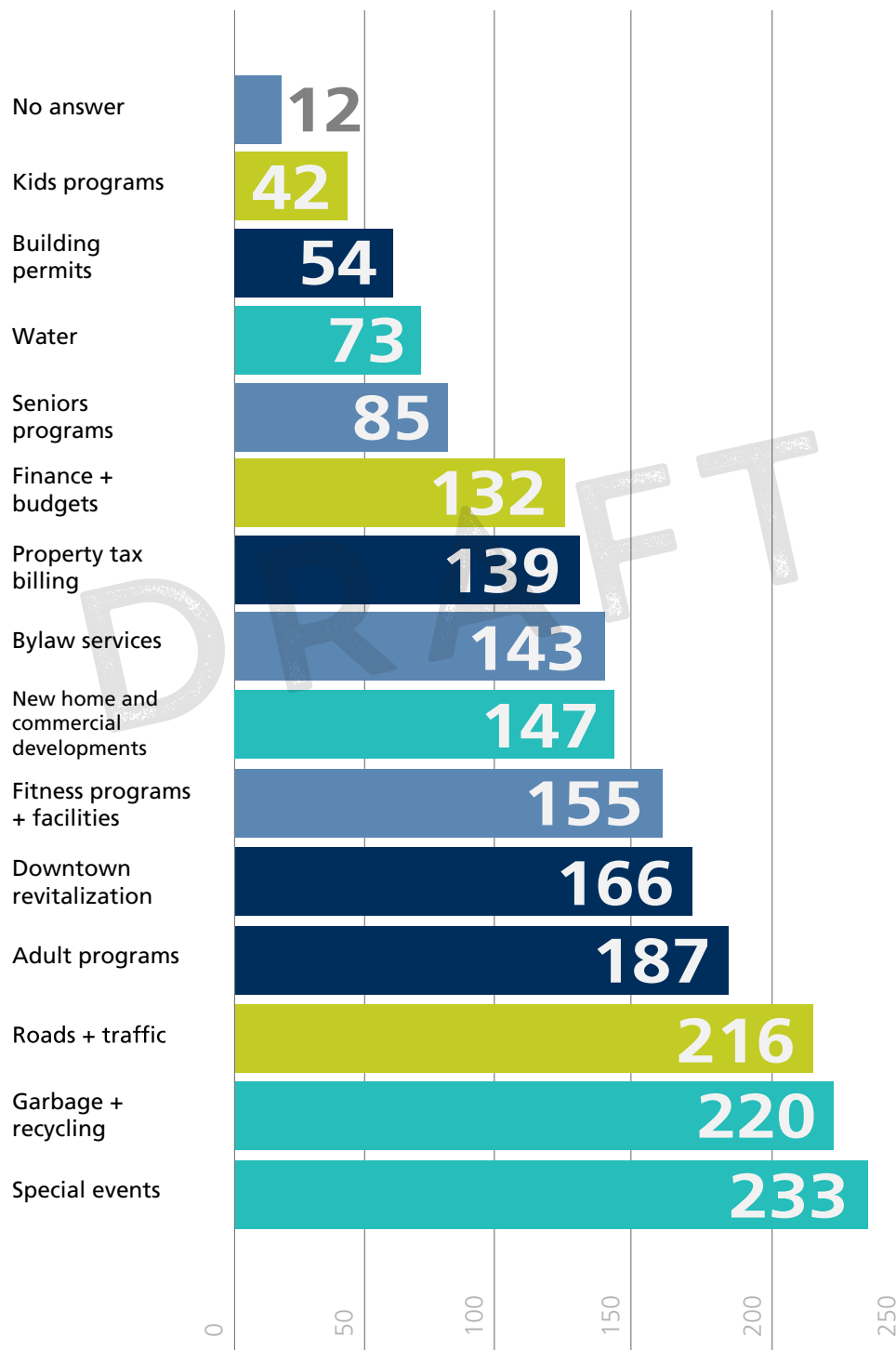
How do you currently receive information about the Town?



How would you prefer to receive information about the Town?



What information are you most interested in?



▶▶▶ FOCUS GROUP & IN-PERSON FEEDBACK HIGHLIGHTS

The Town conducted focus groups with youth and seniors in the community to assess their communication preferences, their satisfaction with the quality and quantity of communication from the Town and find out how we can improve communications with them. Promotions and messaging went out through multiple channels to recruit focus group participants from the general public for two scheduled focus groups but there were not enough responses to host a general focus group. Alternatively, informal questions were asked during in-person engagement opportunities and similar data was gathered via survey.

Seniors Focus Group

A focus group was conducted with residents 65 and older. During the two-hour long focus group, residents were asked to review current communications materials to provide feedback on quality, assess their level of satisfaction with the quantity of communications from the Town and share their thoughts on their communication preferences and the subject matter that they are most interested in.

Below is a summary of the focus group findings:

Communication Preferences

- Participants stated that their preferences were to receive information through local newspapers, the Seniors' Centre email blasts, the Town website and in-person by visiting a Town facility.
- The information participants were most interested in: Seniors' activities, development activity, snow removal, fitness and leisure activities, property standards and recycling and waste.

Quality of Information

- While the majority of participants liked the design and layout of communications products, they did express concern over small fonts used on some print materials.
- The communications material that generated the most amount of concern was the public notices. Participants found them difficult to read and understand. They stated that they were very interested in new development and changes to the Town but public notices in the newspapers and on signs were unclear and confusing.

Quantity of Information

- No major concerns were addressed regarding the quantity of information distributed by the Town. Most participants knew how to access information when needed but did want to know more information about things that would impact them.

Digital vs. Print Communications

- The majority of focus group participants were concerned that all communications would ultimately be moved to digital platforms. They expressed their preference for having print information available to them, although many participants did use the Internet and indicated that they did use the Town website to access information.

Youth Focus Group

A focus group was conducted with residents 18 and under. During the two-hour long focus group, residents were asked to review current communications materials to provide feedback on quality, assess their level of satisfaction with the quantity of communications from the Town and share their thoughts on their communication preferences and the information they are most interested in.

Below is a summary of the focus group findings:

Communication Preferences

- Every participant was a regular user of Snapchat and Instagram and expressed that these channels are how they find out about activities and places to go. They recommended the Town look into focused accounts to promote teen programs.
- The concept of youth endorsement was key and participants expressed that they would be more likely to participate in an event or program if a peer had recommended it.

Quality of Information

- Participants were satisfied with the quality of communications generally but expressed that they would prefer to see information targeted directly to them through the channels that they prefer.
- Language was also identified as an important factor in communication, with participants expressing their dislike for terms such as, "youth" and "young people". Participants preferred the use of the word, "teen".

Quantity of Information

- The majority of participants stated they don't currently seek out information about the Town unless it is for a specific program or activity and did not express an interest in receiving more information.

Digital vs. Print Communication

- Participants were clear they only used digital communication channels. They may notice a poster in the LOFT or in their school but digital communication was their main driver.
- Participants stated they would visit the website if they needed information about the Town.



▶▶▶ HIGHLIGHTS OF COUNCIL COMMUNICATIONS WORKSHOP

In 2017, Corporate Communications hosted a Council workshop to better understand Council priorities with regards to Communications and identify what has worked, and hasn't worked, from their perspective.

- Council expressed a desire for Communications to use more digital tools, to get out into the community to conduct in-person engagement, proactive, communicate information to residents and share stories that represent value for taxpayers.
- Council identified good communications as being easy to read, consistent and open to two-way conversation.
- There was a clear distinction between the way the Town should communicate versus the way the Mayor and Council should communicate. Mayor and Council can communicate opinions and share information about motions. The Town should communicate policy and final Council decisions.
- Council expressed satisfaction with improvements to social media, text alerts and existing print materials.
- Top concerns identified by Council included clarity and consistency of communication, community engagement and challenges with website usability and navigation. In particular, there were concerns around how and when residents are notified about planning and development issues.

▶▶▶ PLAIN LANGUAGE AUDIT

Communications conducted an audit of Town communications materials in order to assess the readability of documents. Readability is important in order to ensure readers understand what we are saying and compelling them to read more. During the course of preparing this strategy, it became clear that many residents found some communications difficult to read and understand. Public notices were identified as the primary concern but an audit was conducted of all materials to identify areas for improvement.

The Flesch-Kinkaid Readability Test analyzes language and identifies the grade level that could understand the material.

90-100: Easily understood by the average 5th grader

60-70: Easily understood by the average 8th and 9th grader

0-30: Best understood by university graduates

A score under 30 means that the text is very confusing

The average reading ease score of Town of Aurora Public Notices ranged between 18 to 20, which means an individual would require almost two decades of education to understand the text.

The average readability rating for a sample of website text was 30-45 with the Flesch-Kinkaid Grade Level requirements ranging from 12 to 15. For print marketing materials, the average Flesch-Kinkaid ranged from 50-70, indicating a reading level suitable for Grade 8 and above.

The ideal education level for materials should be in the Grade 7 to 9 range, depending on the material and context.

The website, public notices and print documents also had a high percentage of passive sentences. While passive voice is sometimes necessary, the preference is for active voice to be used whenever possible. Active sentences tend to be more concise, compelling and easier to understand.

▶▶▶ MEASURING OUR SUCCESS

Our overall objectives in implementing this strategy are two-fold:

1. Increase community engagement with the Town by providing opportunities for two-way communications
2. Increase the positive perception of the Town

For the purposes of evaluating communications activities, there are three major types of evaluations we utilize – Ex-ante Evaluations, Interim Evaluations and Final Impact Evaluations.

This document serves as an Ex-ante Evaluation in that it is designed to inform, guide and set out a baseline for communications objectives and measures. It is the intention of Communications to add in additional baselines, which will be incorporated into the 2019 resident survey and subsequent evaluation activities.

Interim Evaluations are designed to assess whether a communications plan or program is working and examine how it can be improved. More specifically, Interim Evaluations measure inputs and outputs. For the purposes of this strategy, inputs and outputs to be measured may include:

- Website traffic
- Social media statistics (followers, views, reach, engagement)
- Number of in-person engagement opportunities
- Number of attendees at in-person engagement opportunities
- Number of mailers or tax bill inserts sent
- Number of people visiting targeted URLs from marketing pieces
- Number of participants in online consultations
- Flesch-Kincaid ratings
- Number of survey responses

Final Impact Evaluations focus on measuring outcomes, which include changes in knowledge, attitudes and behaviours among a target audience. Outcomes to be measured may include:

- Satisfaction with the quantity of information from the Town
- Satisfaction with the quality of information from the Town
- Understanding of communications
- Satisfaction with certain communication tools (i.e. website, in-person communication activities)
- Awareness and knowledge of Town activities, events, programs, initiatives and decision-making processes
- Satisfaction following participation in Town activities, events, services, programs, initiatives and decision-making processes
- Change in perception of Town staff, activities, events, services, programs and initiatives
- Willingness to engage with the Town in the future

Over the duration of this strategy, Corporate Communications is committed to evaluating success measures and adjusting activities as necessary to ensure we are achieving intended outcomes.



▶▶▶ OBJECTIVES

The objectives outlined are designed to address the challenges and opportunities identified in this document.

1. Objective: **Create opportunities for customization and personalization in communication**

"Personalization – It's about relevant content " ~ Dan Jak

Action:

▶ **Develop news portal subscription service**

Research has shown that there is some variation in the communication preferences of residents and the type of information they are interested in. A news portal subscription service would allow residents to go to the news portal and select their:

- Preferred communication channel (i.e. e-mail, text message or bi-annual mailing)
- Areas of interest (i.e. special events for kids, seniors' activities, tax bill reminders, public notices, road closures/repairs, etc.)
- Frequency of messaging (i.e. as it happens, weekly, monthly, quarterly, bi-annual for mailings)
- Estimated cost: Cost to develop the portal to be included in a 2018 report to Council relating to the development of a new website. Costs for text messaging and bi-annual mailing estimated to be \$15,000 a year and will be included in 2019 budget request.
- Estimated timeline: 2019
- Success measures: Sign-up rates, open/read rates for texts/emails sent, satisfaction with service and level of awareness of Town activities, events, programs, initiatives and decision-making processes.



2. Objective: **Improve consistency and clarity in communications**

"If you can't explain it to a six-year old, you don't know it yourself." ~ Albert Einstein

Actions:

▶ **Revise public notices**

Update public notices, including newspaper and website notices and on-site signage, to better reflect the intent of notices. Communications recommends revising notices to include images of proposed developments or changes to an existing site, simplified language and clear details on how to get more information.

- Estimated cost: Additional \$20,000 for improved signage and colour notices.
- Estimated timeline: Proposed samples of new public notices will come to Council in 2018.
- Success measures: Increased understanding of public notices and improvement in Flesch-Kincaid rating.

▶ **Train staff on plain language writing**

Improve capacity of Communications staff to ensure clarity and consistency of information using plain language.

- Estimated cost: \$1,605 (Three staff to attend Performance Management Consultant's Plain Language course. To be paid out of existing training budget.)
- Estimated timeline: 2018
- Success measures: Ongoing audits and improvement in Flesch-Kincaid rating.

▶ **Simplify website language**

New content added to the website moving forward will be reviewed for plain language, consistency and clarity. Existing content will be audited and edited as resources allow.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: Ongoing
- Success measures: Improvement in Flesch-Kincaid rating and increased satisfaction with website

► **Simplify language of print materials**

Existing print materials have an average Flesch-Kincaid rating of 50-70. New materials will be reviewed for plain language, consistency and clarity. Existing materials will be audited and edited when re-prints are ordered.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: Ongoing.
- Success measures: Improvement in Flesch-Kincaid rating.

► **Develop a Plain Language Policy**

Communications will work with the Clerks department to develop a Plain Language Policy. The policy will provide a framework for ensuring Town documents and communications use language that is readable and appropriate.

- Estimated cost: Cost of training TBD.
- Estimated timeline: 2019
- Success measures: Audited compliance with policy.



3. Objective: Leverage the technology preferences of our community

"Technology is best when it brings people together" ~ Matt Mullenweg

Actions:

► **Create a public knowledge base to provide fast, easy answers to common questions**

We know our residents go to the Town website to access information, so ensuring that information is quickly available must be a priority. A public knowledge base acts as a dynamic Frequently Asked Questions, allowing residents to find online answers to questions that have already been asked and answered. In many cases, public knowledge bases can be directly integrated with Customer Relationship Management software to allow residents to submit questions or comments directly to the system, have them answered online and have action taken if required. This is becoming increasingly popular as a website service and as the technology habits of the community evolve and online interaction becomes preferred over in-person and phone interactions.

- Estimated cost: TBD. Costs vary depending on functionality.
- Estimated timeline: 2020-2021
- Success measures: Usage data, reduction in Call Centre inquiries and improved satisfaction with the online experience

► **Continue to grow social media presence**

Social media is increasing as a communication channel, as evidenced by research results and the increase in number of followers on Town social media platforms and number of interactions. Communications will continue to stay on top of social media best practices and monitor emerging platforms to grow our social media presence and increase engagement.

- Estimated cost: No additional costs
- Estimated timeline: Ongoing
- Success measures: Growth in followers (number of followers is a useful measure that indicates the number of individuals interested in receiving information from the Town), reach and engagement of posts. Improved perception of Town staff, activities, events, services, programs, initiatives and decision-making processes.

► **Increase use of video**

Video is becoming an increasingly popular form of content delivery, particularly through social media. The Town intends to utilize video to better to share events and programs through the introduction of quarterly video summaries and other video content. The quarterly video summaries would showcase Town successes over the previous few months in an easily accessible and engaging way.

- Estimated cost: \$5,000 for video backdrops and equipment, included in existing 2018 budget.
- Estimated timeline: Ongoing
- Success measures: Views, shares, reach and engagement. Improved perception of Town staff, activities, events, services, programs, initiatives and decision-making processes.

► **Pilot online advertising and promoted social media posts**

With interest in online activities increasing, the Town is interested in continuing to test online advertising and promoted social media posts.

Communications launched a pilot to test the results of online advertising on YorkRegion.com in January 2018. The pilot is promoting the online traffic consultation through PlaceSpeak. Results will be analyzed at the end of the pilot to determine whether or not it was successful and whether future online campaigns should be considered.

Social media platforms regularly alter their algorithms, which affects whether or not your followers see your post. One way to ensure posts get delivered to followers and potential followers is to pay for promoted posts. Communications is interested in piloting promoted posts with a sample of different posts to determine whether or not budget should be allocated for such activity moving forward.

- Estimated cost: \$5,000 in 2018, included in existing budget.
- Estimated timeline: 2018
- Success measures: Cost per mille (CPM measures cost per thousand times the ad appeared in front of a user), cost per click, cost per action (actions may include number of registrations for an event, promo codes entered, subscriptions registered). Level of awareness and knowledge of Town staff, activities, events, services, programs, initiatives and decision-making processes.

► **Introduce a social media ambassador program for youth**

The teens in our community overwhelmingly expressed their desire to find out about Town events and programs through social media and clearly identified Instagram and Snapchat as their preferred methods of communication. We recognize that a corporate voice may not be the best way to reach teens, which they themselves have expressed. A social media ambassador program would allow teens to create their own content and share it through Town-branded with accounts targeted to youth using an approvals process. The program would encourage kids to share their visits to the LOFT, our arenas, the skate park, rock climbing well and other teen-friendly Town locations and activities on their preferred social media platforms.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: 2019
- Success measures: Reach and engagement, increased awareness and knowledge of Town activities, events, programs, initiatives and decision-making processes.
- Willingness to engage with the Town

► **Digital kiosks with cell phone charging stations**

Digital kiosks at Town facilities (i.e. Library Square, Town Park, ACC, AFLC, SARC, etc.) would enable the Town to provide digital advertising opportunities to promote Town events, services and programs while also selling sponsorship and advertising to local businesses. Kiosks can take a traditional form or more unconventional ones, such as tables. Town messaging could include digital posters and videos to engage residents and visitors and provide valuable information. In visible locations, the kiosks act as passive advertising and including charging stations will draw people to the kiosk where they will be exposed to the advertising. With the majority of Aurora residents using cell phones, the stations provide a useful service to the community while acting as a communication tool.

- Estimated cost: \$5,000 to \$30,000 depending on number of kiosks, type and features. Costs could be off-set by selling advertising and sponsorship.
- Estimated timeline: 2019 - 2020
- Success measure: Usage statistics an increased awareness and knowledge of Town activities, events, programs, initiatives and decision-making processes.



► **Improve mobile accessibility**

Information is increasingly accessed through mobile devices and having a fully-mobile responsive website is recommended. Currently, the website uses a third-party service provider to convert our existing website into a mobile accessible format, which is not always consistent and occasionally presents challenges with functionality. Providing our online services in a manner that is consistent and user-friendly across all platforms is a priority. Communications will be recommending that the next version of the Town website be mobile friendly and that additional digital platforms be fully compliant with mobile devices. A report requesting capital funding for a new website will be provided to Council in 2018, as per the 2018 Capital Budget decisions.

- Estimated cost: \$70,000 included in the 2018 Capital Budget for a new mobile responsive website (pending Council approval)
- Estimated timeline: 2019
- Success measures: User analytics and number error messages delivered. Improved satisfaction with online experience

4. Objective: Promote brand recognition

"Your brand is a story unfolding across all customer touch points." – Jonah Sachs

Action:

► **Update brand guidelines**

In 2017, Corporate Communications began the process of updating the look and feel of our communication materials (print and digital) to include modern and updated secondary colours and fonts to complement the existing brand, sub-brands and logos. This new look and feel has been translated across channels to promote brand recognition. This consistency is important in order to demonstrate value and help taxpayers recognize the wide-range of products, services and programs offered by the Town of Aurora. The existing brand guidelines and use of logo document will be updated for 2019 to reflect the current standards.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: 2019
- Success measures: Brand compliance audits and improved brand recognition for programs and services.



5. Objective: Increase opportunities for two-way communication

"Communication leads to community, that is, to understanding, intimacy and mutual valuing." – Rollo May

Actions:

► **Continuation of PlaceSpeak pilot program**

PlaceSpeak is an online public consultation tool that allows residents to comment and provide feedback to Town staff on the issues that matter to them without having to ever attend an in-person meeting. The Traffic Safety consultation launched in January 2018 and will continue to be evaluated throughout the year.

- Estimated cost: \$30,000 per year for software and promotion (funded through non-tax levy funds related to traffic management).
- Estimated timeline: Ongoing
- Success measures: Sign-up rates, engagement rates, level of satisfaction with tool, willingness to engage through the platform in the future and satisfaction with quality and quantity of information

► **Expansion of ongoing in-person community engagement program**

Throughout 2017, Town staff attended our facilities and special events, community events such as the Chamber of Commerce street sale, Farmers' Market and the Aurora GO station during the morning commute. Staff used the opportunities to solicit feedback on Town activities and programs and to promote upcoming projects and events. Feedback has been extremely positive and Communications will continue to schedule in-person community engagement opportunities while seeking out new locations and opportunities.

- Estimated cost: \$10,000 per year (included in existing budget).
- Estimated timeline: Ongoing
- Success measures: Increased awareness of Town programs and services, increased satisfaction with engagement opportunities.

► Introduction of pop-up Town Hall meetings

Staff recommend piloting at least one pop-up Town Hall meeting. Instead of requiring residents to attend Town Hall at a specific time to discuss a specific issue, Communications will explore the option of partnering with an existing event in a community (i.e. following a school Council meeting or event at the Seniors' Centre) to host a pop-up Town Hall to address either a specific issue in that neighbourhood or provide general updates on key projects.

- Estimated Cost: \$1,000 an event for promotion and potential facility rental fees (included in existing budget).
- Estimated timeline: 2019
- Success measures: Number of attendees, satisfaction with meeting and willingness to engage with the Town in the future

► Relationship-building with community groups and organizations

Communications staff are currently developing a contact database of community groups and organizations who are interested in sharing Town events, programs, initiatives with their members. Through relationship-building, the goal is to identify groups who may be willing to have Town staff attend meetings and events to conduct in-person community engagement and share Town communications through their existing channels and networks.

- Estimated cost: Approximately \$5,000 for potential marketing and communications materials. To be included in 2019 budget.
- Estimated timeline: 2018 for database development, 2019 for associated activities.
- Success measures: Number of attendees at in-person engagement opportunities, increased awareness, willingness to engage with the Town in the future.

► **Develop Communications and Community Engagement Policy**

Communications staff are currently developing a Communications and Community Engagement policy that provides a framework for communication and public participation. The framework will be based on the International Association for Public Participation Spectrum, which outlines levels of public participation ranging from providing the public with information through to empowering the public to make the final decision on a matter. The policy will seek to identify the appropriate level of engagement required by the Town based on the nature of the project, program or initiative. The goal of the policy is to provide a consistent approach to communications and community engagement and provide our community with an understanding of our practices.

- Estimated cost: No cost above staff time.
- Estimated timeline: 2018
- Success measures: Awareness of policy, number of people reading policy, satisfaction with the policy



6. Objective: Build diversity awareness and capacity

"We need diversity of thought in the world to face the new challenges" ~ Tim Berners-Lee

Actions:

► **Relationship building with community and cultural leaders**

Communications will develop a contact database of community and faith leaders who are interested in sharing Town events, programs, initiatives and projects with their network. In addition, the relation-building is intended to provide additional opportunities for community engagement and two-way conversation.

- Estimated cost: \$1,000 to host meetings.
- Estimated timeline: 2019
- Success measures: Number of residents reached, willingness to engage with the Town, level of awareness and knowledge of Town activities, events, services, programs, initiatives and decision-making processes.



► **Diversity messaging. Continuing recognition of cultural celebrations**

The Town currently recognizes various cultural celebrations on social media as a way of embracing the diversity of Aurora and promoting equity and inclusion.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: Ongoing
- Success measures: Engagement on social media posts related to diversity, equity and inclusion. Perception of Town as an inclusive and welcoming place.

DRAFT

► **Translated advertising**

In order to encourage residents whose first language may not be English to participate in Town events and activities, Communications recommends a pilot program to translate materials into alternative languages for distribution via community leaders and for posting in locations frequented by residents. Proposed locations include cultural and religious facilities, language schools, Welcome Centre, Centra grocery store and T & T grocery.

- Estimated cost: \$1,500 for translation and printing costs for approximately two events.
- Estimated timeline: 2019
- Success measures: Number of unique visits to custom URL to be placed on marketing materials. Number of event attendees.



7. Objective: Improve capacity to proactively respond to issues and tell our stories

"Marketing is no longer about the stuff that you make, but about the stories you tell." - Seth Godin

Actions:

► Continue to monitor social media and traditional media

Corporate Communications continues to monitor traditional and social media for mentions of the Town. Monitoring assists us in clarifying misinformation and understanding the needs and wants of our community and identifying potential concerns so we can develop proactive messaging, where necessary.

- Estimated cost: \$10,000 already included in budget.
- Estimated timeline: Ongoing
- Success measures: Sentiment analysis and change in the perception of Town staff, activities, events, services, programs, initiatives and decision-making processes.

► Develop internal system for identifying community impacts of programs, policies, projects

An internal protocol for identifying community impacts has been developed with regards to engineering and capital projects. Working with the ACE project management team, an internal staff team working to develop consistent practices for project management, Communications will assist in the development of an organization-wide community impact assessment. This has already been completed with regards to roads projects.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: 2018 and 2019
- Success measure: Increased level of understanding and level of satisfaction with the quality and quantity of information

► Use our own channels to share good news

Utilize social media, YouTube, the Town website, e-newsletter and the bi-annual mailer to share positive news stories about Aurora.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: Ongoing
- Success measures:
 - Increased positive perception of Town staff, activities, events, services, programs and initiatives

8. Objective: Continue to use targeted print communications

"To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide in our communication with others." ~ Anthony Robbins

Actions:

▶ **Create an editorial calendar for tax bill and water bill inserts**

Communications will continue to utilize print to promote events, programs and services. All households in Aurora currently receive at least one annual tax bill and three water bills throughout the year. Communications frequently includes inserts in these bills that promote Town programs and services. An editorial calendar will enable Communications to plan ahead for the year and identify potential messaging early.

- Estimated cost: \$5,000 annually for printing costs absorbed into existing 2018 budget.
- Estimated timeline: Ongoing
- Success measures: Use of targeted URLs to measure response and increased level of awareness and knowledge of Town activities, events, services, programs, initiatives and decision-making processes.

▶ **Introduce bi-annual newsletter/mailer**

Communications proposed creating a bi-annual newsletter that can be sent by mail to individuals who have signed up, and dropped off at seniors' residences and retirement homes. Sign up for the mailer could be done online, through the Seniors' Centre and by calling or visiting Town Hall. Communications staff will also attend events to encourage sign up.

- Estimated cost: \$2,000 + (depending on number printed).
- Estimated timeline: 2019
- Success measure: Number of mail sign-ups and satisfaction with newsletter/mailer



9. Objective: Ensure policies and procedures are consistent with intended outcomes

*"One of the great mistakes is to judge policies and programs by their intentions rather than their results."
~ Milton Friedman*

Action:

► **Conduct ongoing evaluation of communications policies to ensure consistency with strategy, goals and intended outcomes**

In the past 18 months, Corporate Communications has developed two new policies related to social media, Corporate Use of Social Media and Employee Use of Social Media. In addition, the internal Crisis Communications Procedure was updated and new policies for Media Relations and Branding were developed and implemented. Communications will continue to evaluate existing policies and develop new ones to ensure they meet the needs of our employees and our community.

- Estimated cost: No cost over and above staff time.
- Estimated timeline: Ongoing
- Success measures: Policy compliance

►►► COMMUNICATIONS TOOLS OVERVIEW

Current Communications Tools

- Website
- Social media
- E-newsletter
- Online community engagement platform (PlaceSpeak)
- Online advertising
- Digital signs in facilities
- Mobile and electronic signs
- Electronic sign at Yonge and Aurora Heights Drive
- Print advertising in local newspapers and magazines
- Notice Board in the *Auroran* newspaper
- Club Aurora newsletter
- Media releases and media relations
- In-person community engagement (Farmers' Market, GO Transit visits)
- On-hold messaging
- Text message alerts
- Seniors' Centre email blasts
- Seniors' Centre social media
- Printed materials, including: posters, postcards, flyers, booklets and guides

Proposed Additional Communications Tools

- Bi-annual printed newsletter
- Pop-up Town Hall meetings
- Public knowledge-base
- Quarterly video summary
- Targeted advertising for diverse communities
- Translated advertising
- Outreach through community and faith leaders
- Outreach through community organizations and groups
- Social media ambassador program
- Charging station kiosks

► SUMMARY OF RECOMMENDATIONS

Recommendation	Target Audience		Currently in Use	Estimated Cost	Estimated Timeline
Develop news portal subscription service	General Public		N	\$TBD after website tender goes out	2018-2019
Create a public knowledge base	General public		N	\$TBD	2020
Grow social media presence	General public		Y	\$0	Ongoing
Increase use of video	General Public		Y	\$5,000 - \$10,000 per year	Ongoing
Online advertising	General Public		N	\$5,000 per year	2018
Social media ambassador program	Youth		N	\$0	2019
Digital kiosk/ charging stations	General public		N	\$5,000 to \$30,000.	2019
Extension of PlaceSpeak pilot	General public		Y	\$26,000	2018
Expansion of ongoing in-person community engagement	General public		Y	\$10,000 per year	
Pop-up Town Hall meetings	General Public		N	\$1,000 per year	2019
Improve mobile accessibility	General Public		N	To be included in website redevelopment RFP	2019
Update brand guidelines	N/A		N/A	\$0	2019
Relationship-building with community groups	General public		N	\$5,000 per year	2019

Communications and Community Engagement Policy	General public		N	\$0	2018
Relationship-building with faith and cultural leaders	Diverse communities		N	\$1,000 per year	2019
Diversity messaging	Diverse communities		Y	\$0	Ongoing
Translated advertising	Diverse communities		N	\$1,000	2019
Media/social media monitoring	N/A		Y	\$10,000 per year	Ongoing
Community impacts assessment tool	N/A		N	\$0	2018 to 2019
Share good news stories	General public		Y	\$0	Ongoing
Tax bill inserts	General public		Y	\$0	Ongoing
Bi-annual mailer to registered subscribers	General public and seniors		N	\$2,000	2019



**Town of Aurora
General Committee Report**

No. OPS18-005

Subject: Naming of Parks
Prepared by: Sara Tienkamp, Manager, Parks & Fleet
Department: Operational Services
Date: May 1, 2018

Recommendation

- 1. That Report No. OPS18-005 be received; and**
- 2. That the selection of names for nine (9) Town of Aurora parks be approved as presented.**

Executive Summary

This report is to provide Council with information and recommendations associated with the naming of parkland:

- Public Facilities Naming Policy 1997 provides guidelines to naming of parkland
- Historical and geographic connections to parkland blocks with no formal name designation

Background

Nine (9) different park blocks in the Town are unnamed, of which, six (6) have been developed and two (2) are anticipated to have construction completed in 2018. The majority of the park blocks are part of the 2C development area.

In accordance with corporate policy on naming of facilities and parks, staff has compiled a list of suggested names to possibly be used in the naming of the parks with no formal designation. All the names presented have been researched by Cultural Services staff for their historical significance as original landowners or who had a prominent connection to the lands.

Analysis

Public Facilities Naming Policy 1997 provides guidelines to naming of parkland

The Public Facilities Naming Policy 1997 ensures consistency in the recommendations being submitted for consideration. One of the goals outlined in the policy is to remember/retain the memories of past residents, facilities or events which depict our heritage.

Specifically, staff are to consider the following guidelines when recommending naming parks, green spaces and trails:

- Geographic or historical significance of the specific location
- Historical/prominent individuals/families/groups
- Significant donation which was instrumental in making the parkland a reality
- Program/Community related name which denotes an appropriate link to its function

The eligible criteria when utilizing the geographic significance guideline, pertains to landowners that owned or lived on properties within the present or historic Aurora boundaries. The specific criteria to take into account when recommending historical/prominent individuals or families is whether they have a historical connection to the Town's heritage or in some way made a significant contribution to the Aurora community.

Historical and geographic connections to parkland blocks with no formal name designation

The following chart provides name suggestions for the parks and the historical family name connections to those lands:

New Parks in 2C Development Area Map:

Location 1 - Mattamy Phase 1 Parkette (Thomas Phillips Drive)		
Suggested Name	Connection to Lands	Park Status
Jean Marie Iacovetta Parkette	Parkette naming rights auctioned off as part of the 2017 Southlake Gala, name selected by auction bidder	Complete

May 1, 2018

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Report No. OPS18-005

Location 2 - Mattamy Phase 2 Neighbourhood Park (Alex Brodie Drive)		
Suggested Name	Connection to Lands	Park Status
Trent Park	Trent family owned farm from 1882-1941	Complete

Location 3 - Mattamy Phase 3 Parkette (DeGraaf Crescent)		
Suggested Name	Connection to Lands	Park Status
Richard and Sandra Gladden Park	Parkette naming rights auctioned off as part of the 2013 Southlake Gala, name selected by auction bidder	2018 Completion

Location 4 – Mattamy Phase 4 Parkette (Forest Grove Court)		
Suggested Name	Connection to Lands	Park Status
Forest Grove Parkette	No records	Complete

Location 5 – TACC Phase 2 Neighbourhood Park (William Graham Drive)		
Suggested Names	Connection to Lands	Park Status
Edward Coltham Park	Coltham family owned lands from 1900-1963 Edward D Coltham's death notice in the Aurora Banner stated " one of the best known farmers in the section...highly respected by all"	2018 Completion

Location 6 – DG Group Parkette (Joseph Hartman Crescent)		
Suggested Name	Connection to Lands	Park Status
Johnathan Bales Parkette	Johnathan Bales, second Bales to own lands from 1869-1908 Johnathan Scott Bales, third Bales to own lands from 1908-1948	Complete

May 1, 2018

Page 4 of 6

Report No. OPS18-005

New Parks in Aurora Map:

Location 1 – Brentwood (Ballymore) Parkette (Woodland Hills Boulevard)		
Suggested Name	Connection to Lands	Park Status
Benjamin Pearson Parkette	Benjamin Pearson (no connection to Lester B Pearson) was granted the lot by the Crown in 1806 and it remained in family until 1867	Complete

Location 2 – Mavrinac Boulevard Neighbourhood Park (Mavrinac Boulevard)		
Suggested Name	Connection to Lands	Park Status
Thomas Coates Park	Thomas Coates owned the lands from 1854-1892; sold it to his daughter Sarah, by then Mrs. Charles C Richardson; she sold it to her son Charles E Richardson in 1913 who owned the lands until 1949	Complete

Location 3 – Genview Parkette and Open space (Vines Place)		
Suggested Name	Connection to Lands	Park Status
John Ashton Parkette	John Ashton was granted the lot from the Crown in 1837 and it remained in family until 1948	Complete

Advisory Committee Review

Not applicable.

Legal Considerations

There are no Legal considerations at this time.

Financial Implications

Sufficient funds are available to construct the signs in the Parks Operating budget.

Communications Considerations

There is no external communication required at this time.

Link to Strategic Plan

The naming of parks supports the Strategic Plan goal of Supporting Environmental Stewardship and Sustainability for all through its accomplishment in satisfying requirements in the following key objectives within this goal statement:

Encouraging the stewardship of Aurora's natural resources: Assess the merits of measuring the Town's natural capital assets.

Alternative(s) to the Recommendation

None.

Conclusions

That Council approve the suggested names proposed for unnamed parkland.

Attachments

Attachment #1 - Public Facilities Naming Policy 1997
Attachment #2 - New Parks in 2C Development Area map
Attachment #3 - New Parks in Aurora map

Previous Reports

None.

Pre-submission Review

Agenda Management Team review on April 12, 2018

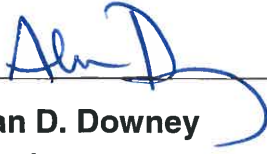
May 1, 2018

Page 6 of 6

Report No. OPS18-005

Departmental Approval

Approved for Agenda



**Allan D. Downey
Director
Operational Services**



**Doug Nadorozny
Chief Administrative Officer**

TOWN OF AURORA

Attachment #1

DEPARTMENT OF LEISURE SERVICES

PUBLIC FACILITIES NAMING POLICY 1997

PURPOSE

To ensure consistency in the recommendations being submitted by staff to Council for their disposition.

GOALS

1. To recognize outstanding contributions of persons/groups to our community.
2. To remember/retain the memories of past residents, facilities or events which depict our heritage.

SOURCE OF NAMES INVENTORY

Staff recommendations for names for Town facilities and streets will be based on and chosen from the following guidelines;

1. **Major Facilities**

A. **Municipal Buildings**

- i) Historical/prominent individuals/families/groups.
- ii) A suitable program or community related name which denotes an appropriate linkage to its function.
- iii) In recognition of a significant donation which was instrumental in making the facility a reality.

B. **Parks/Green Space/Trails**

- i) Geographic or historical significance of the specific location.
- ii) Historical/prominent individuals/families/groups.
- iii) Significant donation (as above).
- iv) Program/community related (as above).

.../2

2. **Minor Facilities**

A. **Meeting Rooms**

- i) Historical/prominent individuals/families/groups.
- ii) Significant donation (as above).
- iii) Geographic significance (as above).

B. **Program Areas** (such as pool, arena, art gallery, etc.)

- i) Historical/prominent individuals/families/groups.
- ii) Geographic significance (as above).
- iii) Program/community related (as above).
- iv) Significant donation (as above).

C. **Compounds/Yards/Bridges**

- i) Geographic significance (as above).
- ii) Program/community related (as above).

ELIGIBILITY CRITERIA

The eligibility list for Council's consideration will be formulated based on the following specific criteria;

I. **Deceased Nominees:** (Individuals)

A. **Aurora Residents**

To have a name eligible for nomination, first and foremost, an individual or family must have been a resident(s) of Aurora.

B. **Historical/Prominent Individuals/Families**

Individuals or families that have a historical connection to the Town's heritage or have in some way made significant contributions to the Aurora community.

C. **Geographic Significance**

Pertains to landowners that owned or lived on properties within the present or historic Aurora boundaries.

I. **Deceased Nominees:** (Individuals) - Continued

D. **Aurora War Memorial Cenotaph**

Individuals whose names are listed on the Cenotaph who have given their lives on behalf of their country.

2. **Living Nominees:** (Individuals)

- a) Staff will **not** place living names on an eligibility list.
- b) Living nominees must be nominated or recommended in writing by a member of Council.
- c) Political nominees must be retired from political life for at least five (5) years.
- d) Others must have been deemed by Council and the community to have made an outstanding contribution to the Town of Aurora.

3. **Other:** (Individuals, Groups and/or Companies)

A. **Significant Donation**

In the event a local business/industry/corporation or individual makes a significant donation to the Town for a specific reason.

B. **Developer/Builder Suggestions**

Developers/builders may have suggestions that come from the association with their respective subdivisions.

C. **Program/Community Related**

Names after a particular activity that is housed in a particular facility or after a neighbourhood that a facility is located within.

COMPILATION OF NAMES

1. Community/service groups will be requested to submit names for consideration. During the annual Community Recognition Awards process, information will be advertised concerning the process of submitting suggestions for public facility naming.
2. The general public will be informed of the process and asked for submissions. A brochure on the criteria will be developed explaining the process.

COMPILATION OF NAMES - Continued

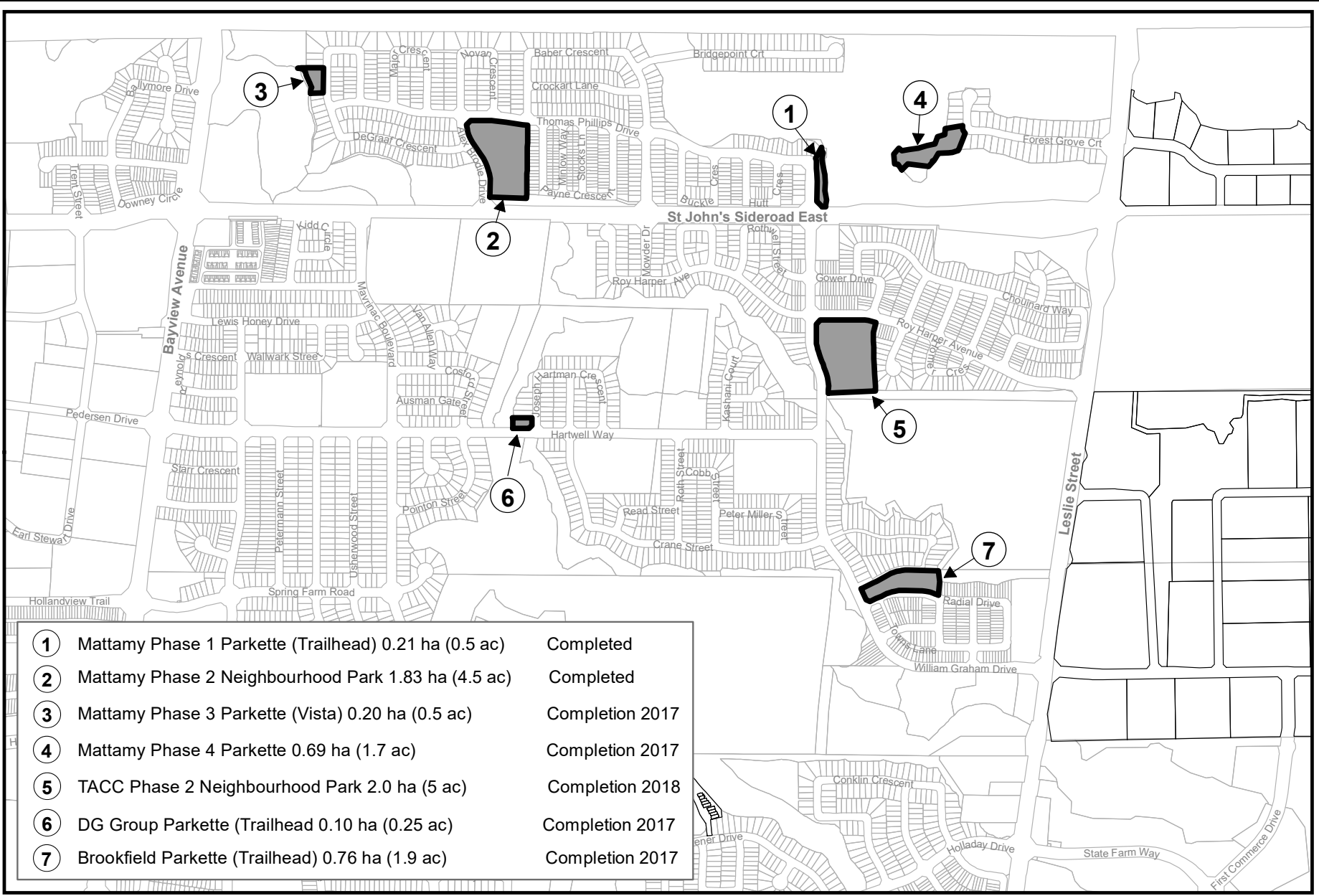
3. The Aurora and District Historical Society will be requested to submit a compilation of names from their records.

PROCESS

1. Families or individuals will be informed of the Town's desire to commemorate them in the particular manner.
2. During Subdivision/Site Plan process, an eligibility list will be compiled, submitted and recommended to Council for consideration for street names.
3. In the planning for public institutions/buildings/parks and trails, the department responsible will submit recommended names as per the guidelines and criteria set out above.
4. The duplication or repeat use of names will be avoided, where possible.

IMPLEMENTATION

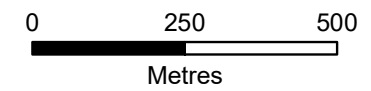
1. Staff will generate a report for Council's consideration.
2. Names will be communicated to the public prior to Council's final acceptance.
3. Corporate Services will officially register the names, after Council approval.



①	Mattamy Phase 1 Parkette (Trailhead) 0.21 ha (0.5 ac)	Completed
②	Mattamy Phase 2 Neighbourhood Park 1.83 ha (4.5 ac)	Completed
③	Mattamy Phase 3 Parkette (Vista) 0.20 ha (0.5 ac)	Completion 2017
④	Mattamy Phase 4 Parkette 0.69 ha (1.7 ac)	Completion 2017
⑤	TACC Phase 2 Neighbourhood Park 2.0 ha (5 ac)	Completion 2018
⑥	DG Group Parkette (Trailhead) 0.10 ha (0.25 ac)	Completion 2017
⑦	Brookfield Parkette (Trailhead) 0.76 ha (1.9 ac)	Completion 2017

NEW PARKS IN 2C DEVELOPMENT AREA

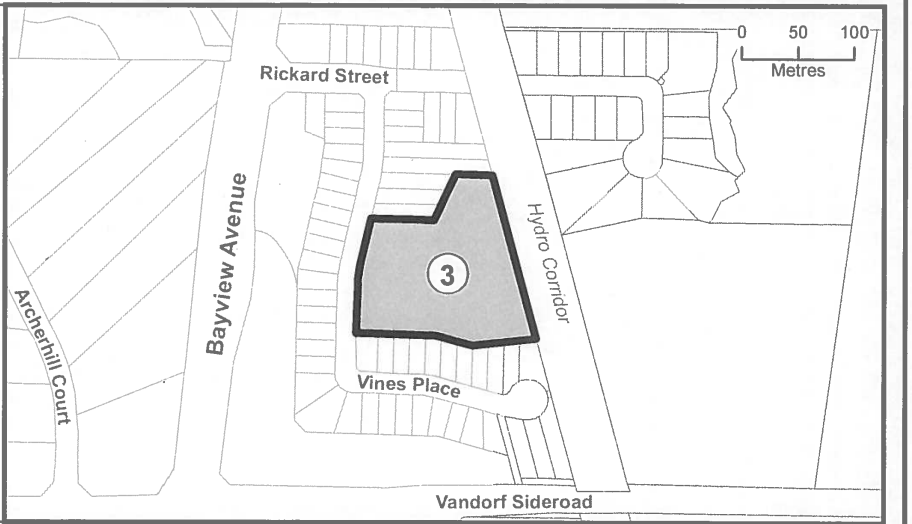
Attachment #2



Map created by the Town of Aurora Planning & Development Services Department, April 13, 2018. Base data provided by York Region and Aurora - GIS.



- ① BRENTWOOD (BALLYMORE) PARKETTE 0.1 ha (0.26 ac)
- ② MAVRINAC BLVD NEIGHBOURHOOD PARK 2.4 ha (6.0 ac)
- ③ GENVIEW PARKETTE & OPEN SPACE 1.7 ha (4.3 ac)



NEW PARKS IN AURORA
 Attachment #3

Map created by the Town of Aurora Planning & Development Services Department, December 21, 2016. Base data provided by York Region and Aurora - GIS.



**Town of Aurora
General Committee Report No. CMS18-013**

Subject: Aurora Historical Society – Request for Funding
Prepared by: Lisa Warth, Manager of Recreation
Department: Community Services
Date: May 1, 2018

Recommendation

- 1. That Report No. CMS18-013 be received; and**
- 2. That Council approve a grant to the Aurora Historical Society (AHS) for the storage of historical artifacts, in the amount of \$2,722.84 for 2018 to be funded from the Council Contingency Operating Account.**

Executive Summary

This report seeks Council approval to fund the storage of historical artifacts owned and managed by the Aurora Historical Society (“AHS”). Considerations include:

- The importance of the collection and proper storage
- The Aurora Historical Society five (5) year strategic plan will address long term storage solutions

Background

The AHS has previously been storing artifacts at the Aurora Armoury (89 Mosley St.). However, with the restoration and renovation work at this building, the items had to be moved out at the end of December 2017. The artifacts require a secure, climate controlled environment. The artifacts are mainly paper products, such as books and archival material. The funding of storage for these items was discussed during 2018 budget deliberations, however more information was required and the request was not included at that time.

Analysis

Importance of the collection and proper storage

It is important to store this collection properly and safely to ensure the preservation and accurate interpretation of Aurora's cultural heritage. The collection is currently in a third party, 10 ft. by 10 ft. climate-controlled storage facility. There are approximately 100 bankers' boxes of artifacts.

Aurora Historical Society five (5) year strategic plan

The AHS is currently creating a five (5) year strategic plan that will address long term artifact storage solutions. However, until the AHS is able to implement this plan, financial assistance to pay for storage is required.

Advisory Committee Review

None

Legal Considerations

None

Financial Implications

The AHS is requesting \$2,722.84 in funding for 2018 to be funded from the Council Contingency Operating Account. The AHS is also requesting funding for 2019 in the amount of \$3,066.96 and funding for 2020 in the amount of \$3,066.96. The amounts for 2019 and 2020 can be included in the 2019 and 2020 operating budgets.

Communications Considerations

There are no communications considerations.

Link to Strategic Plan

Funding to ensure proper storage for historical artifacts supports the Strategic Plan objective of **Celebrating and promoting our culture.**

May 1, 2018

Page 3 of 3

Report No. CMS18-013

Alternative(s) to the Recommendation

1. Deny funding and potentially put the artifacts at risk by improper storage.

Conclusions

It is important that these artifacts be stored securely and properly (i.e.: climate controlled) to ensure the preservation of Aurora's heritage. Until the AHS completes their strategic plan, which will address long term storage, funding assistance is required.

Attachments

None

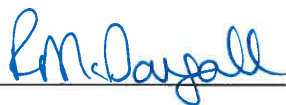
Previous Reports

None

Pre-submission Review

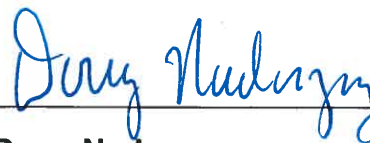
Agenda Management Team review on April 12, 2018

Departmental Approval



Robin McDougall
Director
Community Services

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report**

No. PDS18-047

Subject: Award of Tender 2018-22-PDS-ENG - For Roadway Rehabilitation on Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way

Prepared by: Dan Vink, Coordinator, Project Delivery

Department: Planning and Development Services

Date: May 1, 2018

Recommendations

- 1. That Report No. PDS18-047 be received; and**
- 2. That the total approved budget for Capital Project No. 31140 be increased to \$716,592.00, representing an increase of \$75,014.00 to be funded from the Roads R&R Reserve; and**
- 3. That Tender 2018-22-PDS-ENG, Capital Project No. 31140, for Roadway Rehabilitation on Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way (from Bathurst Street to Spence Drive) be awarded to Forest Contractors Ltd. in the amount of \$627,895.60 excluding taxes; and**
- 4. That the Mayor and Town Clerk be authorized to execute the necessary Agreement, including any and all documents and ancillary agreements required to give effect to same.**

Executive Summary

To receive Council's authorization to provide additional funding for Capital Project 31140 and award Tender 2018-22-PDS-ENG to Forest Contractors Ltd.

Background

The rehabilitation of Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way (from Bathurst Street to Spence Drive) is included in the Town of Aurora 10-Year Capital Reconstruction program.

The capital funding for this project has been approved by Council for delivery in 2018 in the amount of \$641,578.00 and this report provides the details of the tendering results and recommendation to proceed to construction.

Analysis

A total of twenty (20) companies accessed the on-line tender documents, and by the closing date of March 29, 2018, the Town received five (5) compliant bids. The lowest compliant bidder for this tender was Forest Contractors Ltd. as summarized in Table 1.

Table 1

	FIRM NAME	TOTAL BID (excluding taxes)
1	Forest Contractors Ltd.	\$ 627,895.60
2	RA Crete-Scape Ltd.	\$ 646,027.38
3	C. Valley Paving Ltd.	\$ 694,379.25
4	Wyndale Paving Co. Ltd.	\$ 852,015.80
5	Brennan Paving & Construction Ltd.	\$ 857,530.00

Verification of the Tenders was undertaken by Town staff. Forest Contractors Ltd. has successfully completed road resurfacing projects for the City of Pickering, the Town of Whitchurch-Stouffville and the City of Vaughan.

Project Schedule

The Contract is expected to commence in June 2018.

Advisory Committee Review

Not applicable

Legal Considerations

The awarding of this tender is in accordance with the Town's Procurement Bylaw.

Financial Implications

Table 2 is a financial summary for Capital Project Number 31140 as based on the Tender submitted by Forest Contractors Ltd.

Table 2

Approved Budget	
Capital Project 31140	\$641,578
Total Approved Budget	\$641,578
Less previous commitments (Geotechnical investigation)	\$1,447
Funding available for Subject Contract	\$640,131
Contract Award excluding HST	\$627,896
Non-refundable taxes (1.76%)	\$11,051
Geotechnical Inspection (Under Separate P.O.)	\$7,500
Arborist Inspection (Under Separate P.O.)	\$2,500
Construction Signage (Under Separate P.O.)	\$2,500
Sub-Total	\$651,447
Contingency amount (10%)	\$65,145
Total Funding Required	\$716,592
Budget Variance	- \$75,014

Additional funding is required to proceed with this roadway rehabilitation project. It is recommended that this budget variance of \$75,014.00 be provided from the Roads R&R Reserve.

Communications Considerations

Staff have anticipated minimal impact to local residents since the works will be confined within the roadway and will primarily include asphalt resurfacing and adjustments of maintenance holes and catch basins. However, staff will include extra signage on the road and communication before and during construction. A Construction Updates page will be created for the website which will list all the current construction projects and their status. In addition, the page will include an interactive map showing locations

where construction is happening in the Town. Users can open the map, click on the project and pull up information on it.

Construction is anticipated to commence in mid June 2018 and be completed within forty (40) working days, weather permitting.

Link to Strategic Plan

This project supports the Strategic Plan goal of Supporting and **Exceptional Quality of Life for All** by Investing in Sustainable Infrastructure. This ensures road safety is provided to meet the needs and expectations of our community.

Alternative(s) to the Recommendation

1. Council may choose to not award this project. The Tender evaluation process meets all requirements for the Procurement By-law and awarding this contract is the next step in fulfilling the requirements of the tendering process. If council chooses to not award this contract, these road segments will not be rehabilitated and future road maintenance will be more extensive and costly.

Conclusions

The Tender review has complied with the Procurement By-law requirements and it is recommended that Tender 2018-22-PDS-ENG, for roadway rehabilitation on Gilbert Drive, Jarvis Avenue, Archerhill Court, Westview Drive and McClellan Way (from Bathurst Street to Spence Drive), be awarded to Forest Contractors Ltd. in the amount of \$627,895.60, excluding taxes, and that the budget for Capital Project 31140 be increased by \$75,014.00, with the additional funding provided from the Roads R&R Reserve.

Attachments

Appendices 'A' and 'B' – Key Plans showing the proposed road rehabilitation locations

Previous Reports

None

May 1, 2018

Page 5 of 5

Report No. PDS18-047

Pre-submission Review

Agenda Management Team Meeting review on April 12, 2018

Departmental Approval

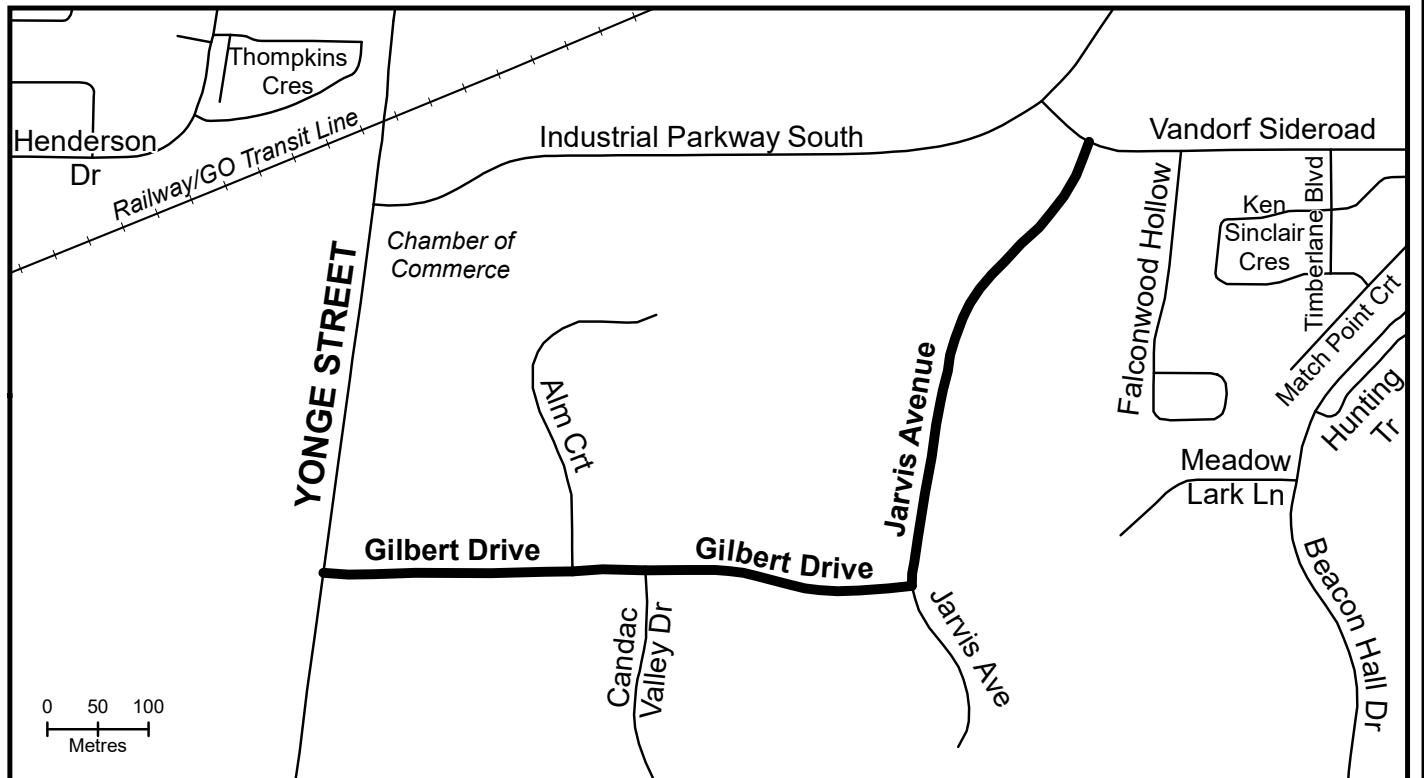
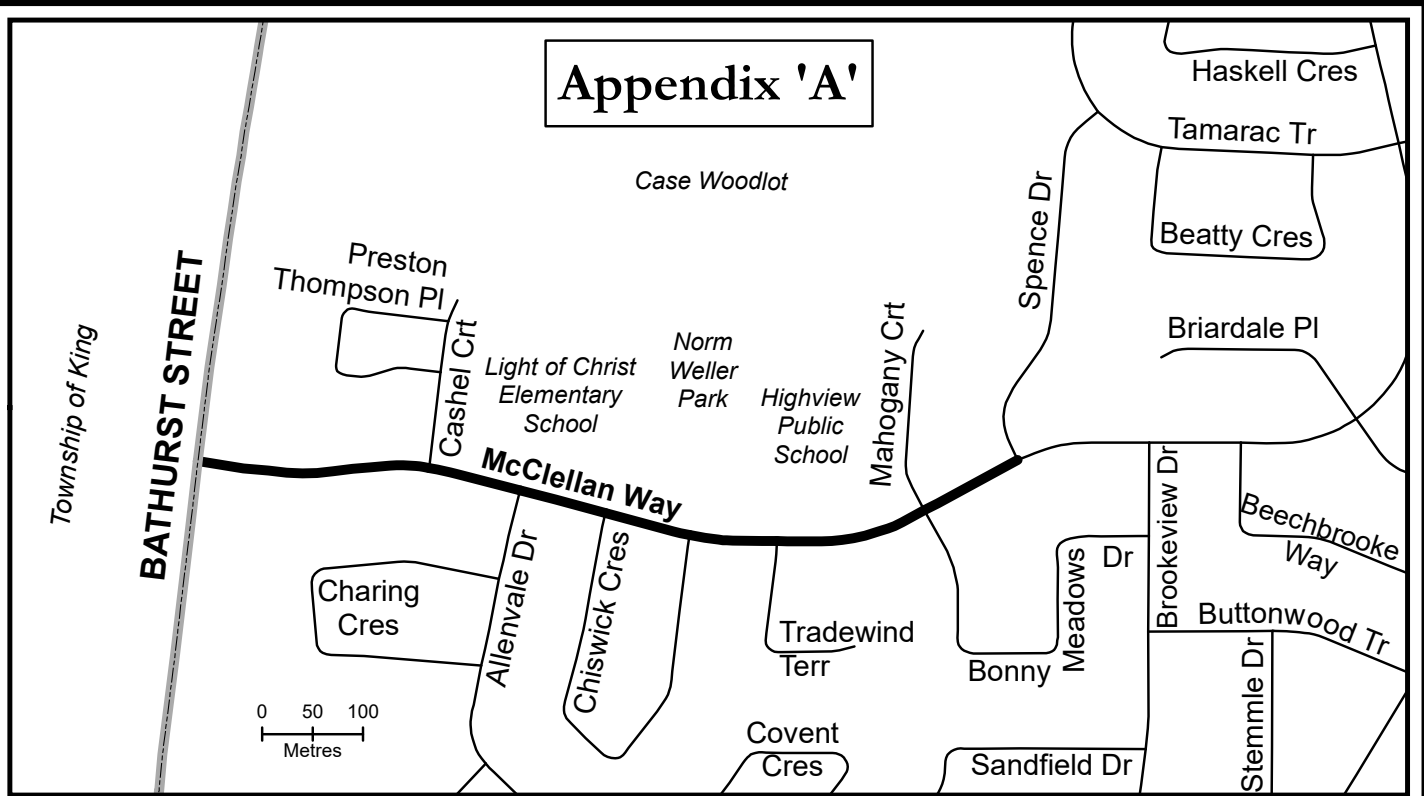
Approved for Agenda



**Marco Ramunno, MCIP, RPP
Director
Planning and Development Services**



**Doug Nadorozny
Chief Administrative Officer**



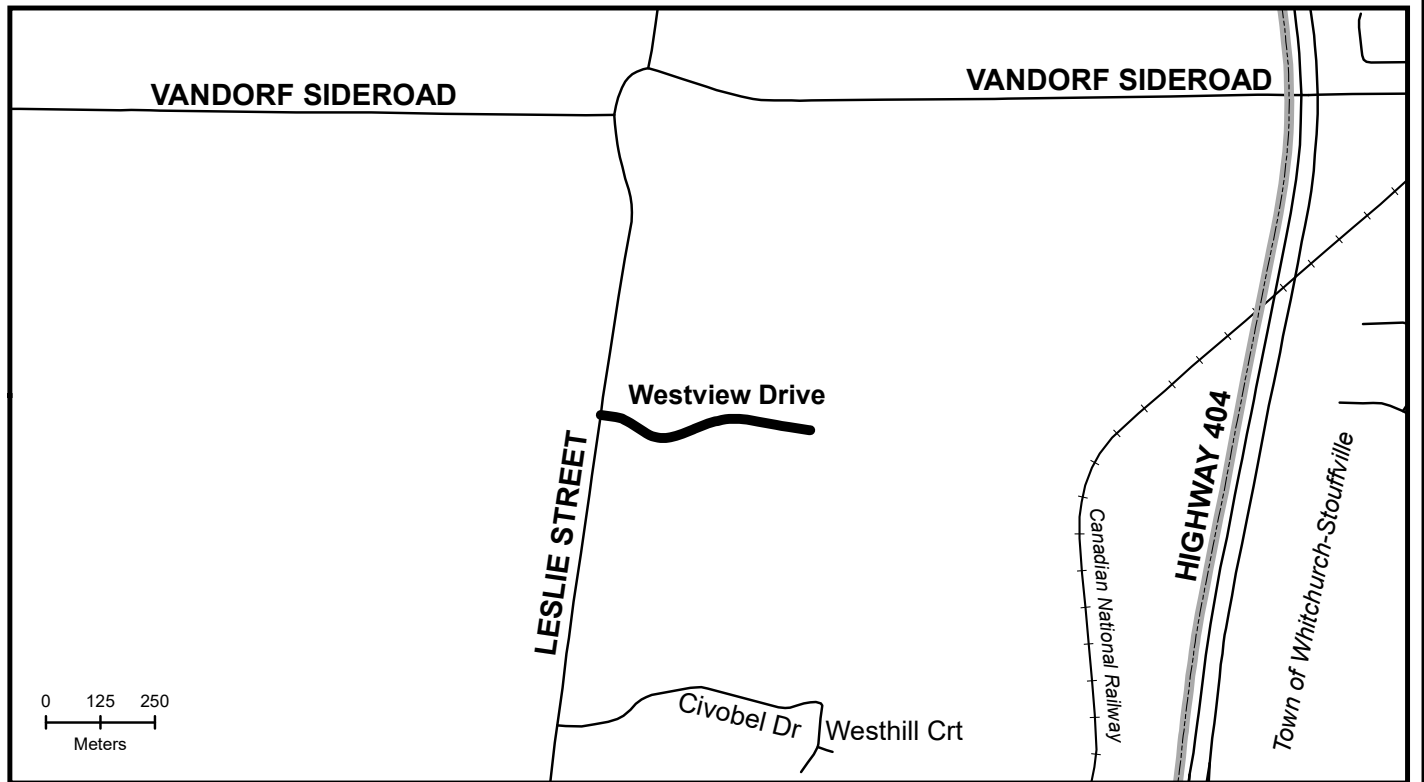
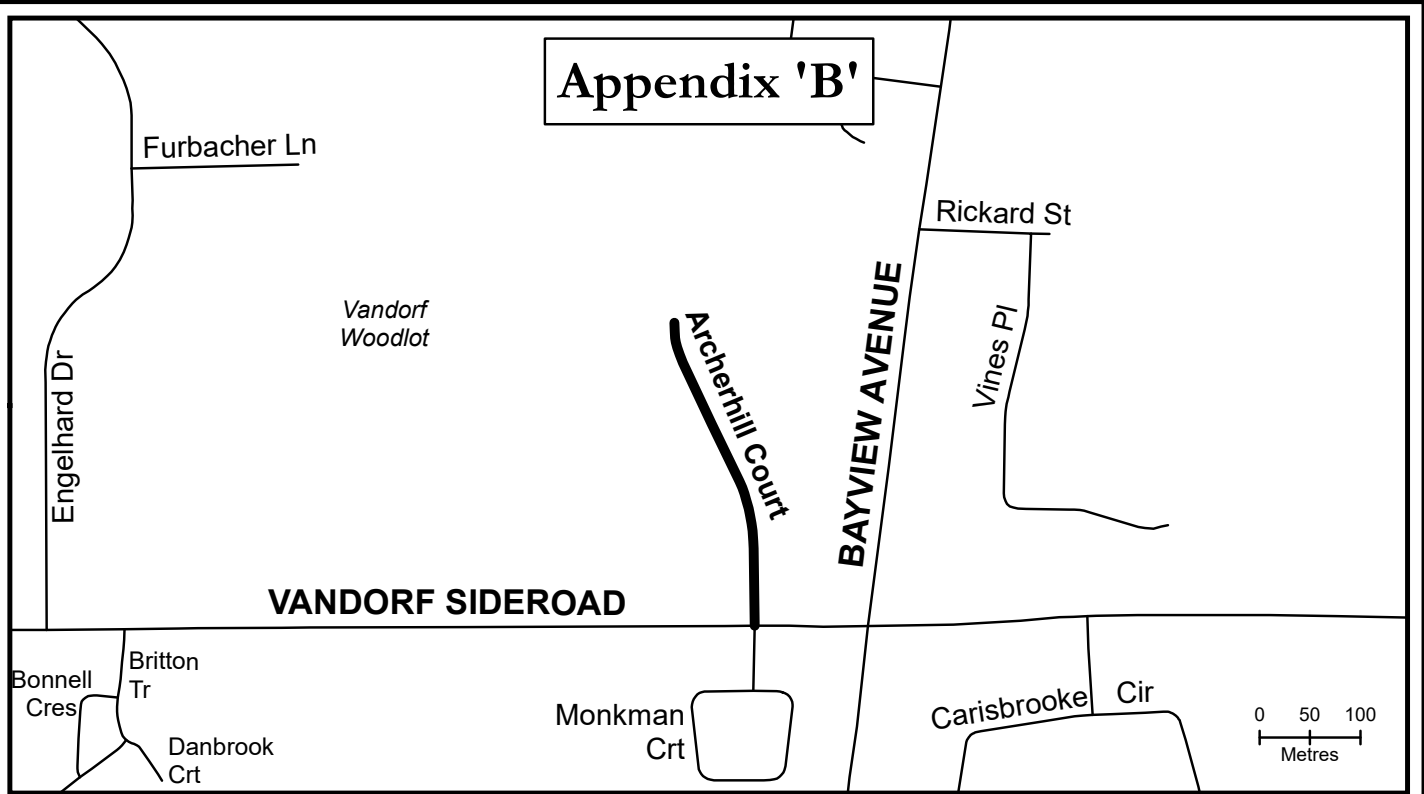
KEY PLAN


LOCATION OF PROPOSED ROAD RESURFACING
MCCLELLAN WAY, GILBERT DRIVE AND JARVIS AVENUE

AURORA
Source in Good Company

PDS18-047

Map created by the Town of Aurora Planning and Development Services Department, March 16th, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



 **KEY PLAN**
LOCATION OF PROPOSED ROAD RESURFACING
ARCHERHILL COURT AND WESTVIEW DRIVE

 **AURORA**
Source in Good Company

PDS18-047

Map created by the Town of Aurora Planning and Development Services Department, March 16th, 2018. Base data provided by York Region and Aurora - GIS. This is not a legal survey.



Town of Aurora

General Committee Report

No. PDS18-051

Subject: Award of Contract for Consulting Services – Design for the Reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road

Prepared by: Sabir Hussain, Municipal Engineer

Department: Planning and Development Services

Date: May 1, 2018

Recommendation

- 1. That Report No. PDS18-051 be received; and**
- 2. That the budget for Capital Project 31119 be increased to \$217,879 with additional funding of \$77,879 provided from the Storm Sewer Reserve Fund; and**
- 3. That the Request for Proposal No. 2018-45-PDS-ENG for the provision of consulting services for the design of the reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road be awarded to AECOM Canada Ltd. in the amount of \$214,110.00, excluding taxes; and**
- 4. That the Mayor and Town Clerk be authorized to execute the necessary agreement, including any and all documents and ancillary agreements required to give effect to same.**

Executive Summary

To receive Council's authorization to award the contract for consulting services for the reconstruction design of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road to AECOM Canada Ltd.

The reconstruction design for these streets will:

- improve the road condition and drainage;
- reduce road and infrastructure maintenance costs;
- provide safer driving and pedestrian access; and
- improve control of storm water runoff

May 1, 2018

Page 2 of 5

Report No. PDS18-051

The RFP 2018-45-PDS-ENG was issued on February 27, 2018 and closed on March 20 2018. The evaluation determined that the highest ranked proposal was made by AECOM Canada Ltd. for \$214,110.00 excluding taxes.

Background

This project is included in the Ten-year Capital Plan with a \$140,000 design budget for the year 2018. The roadways to be reconstructed are all local residential with a semi-rural cross-section with gravel shoulders and ditches for drainage. The roadways currently have no sidewalks.

This project will involve fully urbanizing these streets replacing the gravel shoulders and ditch with new curb and gutter and storm sewer system as well as new sidewalk on one side of each street.

The new storm sewer system will utilize Low Impact Development (LID) techniques as recommended in the Town's Comprehensive Stormwater Management Master Plan to improve the control and treatment of storm water runoff.

The streets have an existing 150mm diameter water main that requires replacement with a new 200mm diameter water main and a sanitary sewer system that will be assessed and replaced if required.

Existing street lights are attached to hydro poles within the street boulevards. A photometric assessment and design for street lighting improvement will also be completed as part of this project.

The existing roadway surfaces within the project limits are in fair to good condition, however to urbanize these roads they will need to be fully reconstructed with all road asphalt and granular being replaced.

These semi-rural roadways with ditches are among only a few remaining within the area to be fully urbanized.

Analysis

Proposal evaluations

The Request for Proposal (RFP 2018-45-PDS-ENG) for the design of the reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road was issued on

February 27, 2018 and closed on March 20, 2018. The Tendering Opening Committee received four (4) proposals from the following firms:

- AECOM Canada Ltd.
- Cole Engineering Group Ltd.
- Exp Services Inc.
- Morrison Hershfield

A review of the proposals was undertaken with each proposal evaluated based on pre-defined criteria as identified in the RFP.

Proponents were required to achieve a minimum score of 70% to proceed to the pricing phase (52.5 out of 70 possible points).

All the four (4) firms that submitted proposals scored above the 70% threshold and their pricing was opened and evaluated. The evaluation team determined that the highest ranked proposal was made by AECOM Canada Ltd. with a cumulative score of 81.2 and total bid price of \$214,110.00.

Project Schedule

The project will commence in June with final design completed in late 2018. Construction is planned for the spring of 2019.

Advisory Committee Review

Not applicable.

Legal Considerations

The awarding of this contract is in accordance with the Town's Procurement By-law.

Financial Implications

Table 1 in this report is a financial summary based on the Proposal submitted by AECOM Canada Ltd.

Table 1: Financial Summary for Capital Project No. 31119	
2018 approved budget for design	\$140,000.00
Less previous commitments	\$0
Funding available for the subject Contract	\$140,000.00
Contract Award excluding HST	\$214,110.00
Non-refundable taxes (1.76%)	\$3,769.00
Total Funding Required	\$217,879.00
Budget Variance	(\$77,879.00)

As indicated in Table 1, the project requires an additional \$77,879.00. This increase is due to the addition of provisional items for potential extra works involving mostly soil, groundwater and infiltration investigations related to the LID design.

It is recommended that additional funding in the amount of \$77,879.00 be provided for this project from the Storm Sewer Reserve Fund.

Communications Considerations

Not applicable.

Link to Strategic Plan

This project supports the **Strategic Plan Goal of Supporting an Exceptional Quality of Life** for all by investing in sustainable infrastructure. This ensures vehicular and pedestrian safety is provided to meet the needs and expectations of our community

Alternative(s) to the Recommendation

Council may choose to not award this project. The RFP evaluation process meets all of the requirements of the procurement by-law and awarding this contract is the next step in fulfilling the requirements of the tendering process. If Council chooses to not award this contract, the reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road will not proceed.

May 1, 2018

Page 5 of 5

Report No. PDS18-051

Conclusions

The RFP review has complied with the Procurement By-law requirements and it is recommended that the Contract for the provision of consulting services for the design of the reconstruction of Adair Drive, Bailey Crescent, Davidson Road and Harriman Road, RFP 2018-45-PDS-ENG, be awarded to AECOM Canada Ltd. for \$214,110.00, excluding taxes.

The budget for Capital Project No. 31119 has to be increased to \$217,879 with additional funding of \$77,879 provided from the Storm Sewer Reserve Fund.

Attachments

Appendix 'A' – Key Plan showing location of the proposed streets for road reconstruction design

Previous Reports

None

Pre-submission Review

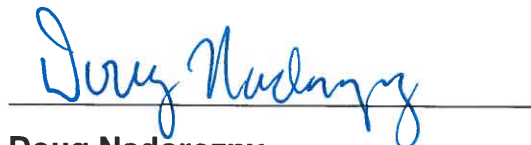
CAO review only

Departmental Approval



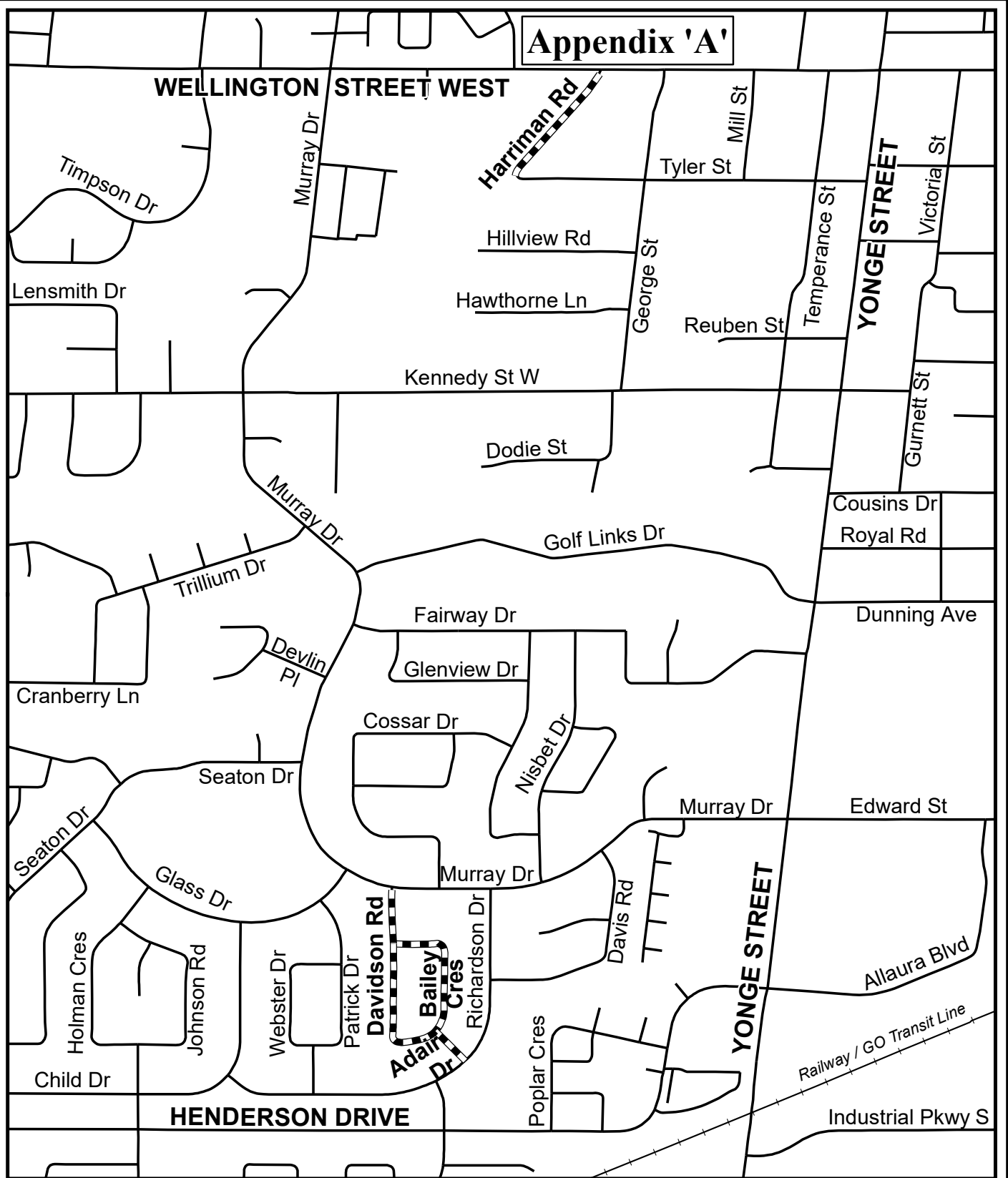
**Marco Ramunno
Director of Planning
and Development Services**

Approved for Agenda



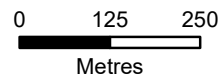
**Doug Nadorozny
Chief Administrative Officer**

Appendix 'A'



KEY PLAN

 **ROAD RECONSTRUCTION PROJECT**



PDS18-051

*Map created by the Town of Aurora Planning and Development Services Department, April 13th, 2018.
 Base data provided by York Region and Aurora - GIS. This is not a legal survey.*



**Town of Aurora
General Committee Report**

Subject: Summary of Committee Recommendations Report No. 2018-05

Prepared by: Michael de Rond, Town Clerk

Department: Corporate Services

Date: May 1, 2018

Recommendation

- 1. That Summary of Committee Recommendations Report No. 2018-05 be received; and**
- 2. That the Committee recommendations contained within this report be approved.**

Heritage Advisory Committee Meeting Minutes of April 9, 2018

1. HAC18-007 – Request to Designate under Part IV of the *Ontario Heritage Act*, 83 Temperance Street “Ireland-Moore House”

- (a) That the House located at 83 Temperance Street be designated under Part IV of the *Ontario Heritage Act* as a property of cultural heritage value or interest; and
- (b) That the Town Clerk be authorized to publish and serve Council’s Notice of Intention to Designate as per requirements of the Act; and
- (c) That the designation by-law be brought before Council for passing if no objections were received within the thirty (30) day objection period as per requirements of the Act; and
- (d) That the owners of 83 Temperance Street be thanked for their support of the designation of the subject heritage property.

Attachments

None