



General Committee Meeting Agenda

**Tuesday, November 19, 2019
7 p.m.**

**Council Chambers
Aurora Town Hall**



**Town of Aurora
General Committee
Meeting Agenda**

Tuesday, November 19, 2019
7 p.m., Council Chambers

Councillor Humfries in the Chair

- 1. Approval of the Agenda**
- 2. Declarations of Pecuniary Interest and General Nature Thereof**
- 3. Community Presentations**

(a) Allan N. Ebedes, President and CEO, Excellence Canada
Re: Excellence Canada Silver Certification

- 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 that one or more items be pulled for discussion and voted on separately.

Recommended:

That the following Consent Agenda item C1 be approved:

C1. FS19-034 – Q3 2019 Sole/Single Source Report

(Information Report dated November 5, 2019, included on agenda per Member of Council request)

Recommended:

1. That Report No. FS19-034 be received for information.

6. Advisory Committee Meeting Minutes

Recommended:

That the following Advisory Committee Meeting Minutes items, A1 to A3 inclusive, be received for information:

A1. Community Advisory Committee Meeting Minutes of October 10, 2019

Recommended:

1. That the Community Advisory Committee meeting minutes of October 10, 2019, be received for information.

A2. Community Recognition Review Advisory Committee Meeting Minutes of November 4, 2019

Recommended:

1. That the Community Recognition Review Advisory Committee meeting minutes of November 4, 2019, be received for information.

A3. Heritage Advisory Committee Meeting Minutes of November 4, 2019

Recommended:

1. That the Heritage Advisory Committee meeting minutes of November 4, 2019, be received for information.

7. Consideration of Items Requiring Discussion (Regular Agenda)

R1. CS19-035 – Technology Strategic Plan

Presentation to be provided by Ben Perry, Perry Group Consulting Ltd.

Recommended:

1. That Report No. CS19-035 be received; and
2. That the Technology Strategic Plan be endorsed and included in the 2020 to 2022 three-year Operating Budget for final approval of funding; and
3. That this report satisfies Council's conditional budget approval for the following Capital Projects related to the Technology Strategic Plan:
 - (a) Capital Project No. 14075 – Business Process Automation and Data Integration; and
 - (b) Capital Project No. 13023 – Access Aurora Telephony Project; and
 - (c) Capital Project No. 14076 – Digital Education Program; and
 - (d) Capital Project No. 14073 – Information Technology Strategic Plan Implementation.

R2. CS19-037 – Procedure By-law Review

Recommended:

1. That Report No. CS19-037 be received; and
2. That the proposed Procedure By-law (Attachment No. 1) be presented at the December 10, 2019 Council meeting for enactment effective as of January 1, 2020; and
3. That the 2020 Meeting Schedule (Attachment No. 2) be approved.

R3. FS19-033 – Prudent Investor Option Analysis

Presentation to be provided by Keith Taylor, Investment Manager, ONE Investment.

Recommended:

1. That Report No. FS19-033 be received; and
2. That staff be directed to work with ONE Investment to bring information to the Financial Advisory Committee relating to the implementation of a Prudent Investor regime, including any Investment Policy Statement and agreement requirements associated with the establishment of a Joint Investment Board for its review and comment; and
3. That staff be directed to bring any resultant recommendations to Council for consideration.

R4. CMS19-027 – Aurora Museum & Archives Museum Plan Status Report

Presentation to be provided by Shawna White, Curator, Aurora Museum & Archives.

Recommended:

1. That Report No. CMS19-027 be received for information.

R5. FS19-038 – 2019 Year-End Surplus/Deficit Financial Control By-law

Recommended:

1. That Report No. FS19-038 be received; and
2. That a by-law be enacted to authorize the Treasurer and the Chief Administrative Officer to make the following year-end financial adjustments:
 - (a) To allocate any 2019 Operating Fund surplus or deficit as set out in Report No. FS19-038; and
 - (b) To allocate any 2019 surplus or alternatively fund any deficit in the Water, Wastewater, or Stormwater budgets to or from the appropriate related reserve accounts; and

3. That the Treasurer and Chief Administrative Officer report to Council after the year-end surplus/deficit control adjustments and allocations have been completed.

R6. PDS19-026 – Proposed Site Alteration By-law

Recommended:

1. That Report No. PDS19-026 be received; and
2. That the Site Alteration By-law be enacted at a future Council meeting; and
3. That Schedule 'B' of the 2020 Fees and Charges By-law be amended to replace the Topsoil Preservation Permit fee with a Site Alteration Permit fee and a Site Alteration Permit Renewal fee at the first opportunity to do so upon approval of the Site Alteration By-law.

R7. PDS19-099 – Mitigation Tactics to Prevent Illegal Demolition of Listed Heritage Buildings

Recommended:

1. That Report No. PDS19-099 be received; and
2. That an amendment to Fee By-law Number 6147-19 be presented to Council to allow the Building Division to collect a deposit in the amount of \$10,000 when an owner applies for a demolition permit for a listed heritage property; and
3. That the deposit only be returned to the owner after the requirements of the *Ontario Heritage Act* have been completed in respect of the proposed demolition.

R8. CMS19-029 – Aurora's Community Recognition Awards

Recommended:

1. That Report No. CMS19-029 be received; and

2. That the addition of a Senior Volunteer Award be approved as part of Aurora's Community Recognition Awards program.

8. Notices of Motion

9. New Business

10. Closed Session

11. Adjournment



**Town of Aurora
Information Report**

No. FS19-034

Subject: Q3 2019 Sole / Single Source Report
Prepared by: Anna Ruberto, Procurement Manager
Department: Finance
Date: November 5, 2019

In accordance with the Procedure By-law, any Member of Council may request that this Information Report be placed on an upcoming General Committee or Council meeting agenda for discussion.

Executive Summary

Sole / single source awards are non-competitive Procurement processes that are approved as per the requirements listed within the Town of Aurora Procurement By-law Number 6076-18. As per this By-law all sole / single source contract awards over \$50,000 require approval and execution by the CAO. Awards of sole / single source contracts over \$100,000 require Council approval and execution by the Mayor and Town Clerk. Pursuant to provisions 13.5 and 13.6 of the by-law, the Procurement Manager shall prepare a quarterly report of all sole source and single source purchases not requiring Council approval, excluding Low Value Procurements (i.e. less than \$10,000). This report will:

- Present a list of all sole and single source contracts valued at \$10,000 to \$100,000 that were awarded and executed in Q3 of 2019

Background

A Sole Source Purchase may be utilized for the Procurement of Goods, Services, or Construction when there is only one source that is able to meet the requirements of the Procurement, which may be due to their unique ability or skill, possession of proprietary technology, copyright, patent or other intellectual property.

A Single Source Purchase is a method of procurement used after soliciting and negotiation with only one contractor when there is more than one potential source available for such procurement. Provision 13.6 (a) provides for circumstances in which such a procurement is permissible, such as in situations where a certain vendor needs

to be retained for reasons of standardization or compatibility with existing products, where a purchase is made pursuant to a co-operative bid put out by another government agency or where a contract is required due to a contract termination or expiry, for a short interim period to meet immediate recurring business requirements.

Analysis

Sole and Single Source contracts valued at \$10,000 to \$100,000 awarded and executed in Q2 of 2019

Within Q3 2019, there were five (5) awards made for a total award amount of \$147,238.42 (excluding HST). There was one (1) sole source award for Operational Services (Parks Division); four (4) single source awards for Community Services (Facilities Divisions) and Operational Services (Parks, Water and Roads Divisions).

TABLE 1: Q3 2019 SOLE / SINGLE SOURCE AWARDS

	SUPPLIER NAME	DEPARTMENT	DIVISION	SOLE OR SINGLE SOURCE	\$ AMOUNT (excl. HST)	PROCUREMENT BY-LAW REFERENCE	DESCRIPTION
1	ORIN CORP.	Operational Services	Parks	Sole Source	\$ 34,125.00	Sole: Only one source able to meet the requirements	Provision and planting of trees for the TACC Park development in 2C subdivision.
2	ELEVATOR ONE INC.	Community Services	Facilities	Single Source	\$ 40,000.00	Single: (i) for reasons of standardization	Elevator services for three (3) sites: ACC, AFLC and Library.
3	ALLAN FYFE EQUIPMENT	Operational Services	Parks	Single Source	\$ 25,440.00	Single: (vii) in the absence of any Bids in response to a Solicitation for Bids made in accordance with the by-law	Provision of Forestry rental equipment.

4	FLOWPOINT ENVIRONMENTAL SYSTEMS	Operational Services	Water	Single Source	\$ 24,973.42	Single (ii) where compatibility with an existing product, equipment is a paramount consideration	Vandalism of bulk water station necessitated the replacement of the access terminal, solar controller and batteries in order for the bulk water station to be operable.
5	MEAD ELECTRIC INC.	Operational Services	Roads	Single Source	\$ 22,700.00	Single (iv) where due to a Contract, expiry a Service is Purchased for a short interim period to meet immediate recurring business requirements, during which period a Procurement process is initiated for the longer term supply of such Good or Service	Interim contractor for street light maintenance and repair as prior contractor was terminated. New contractor (Black & MacDonald) commenced September 4, 2019.

Advisory Committee Review

None

Legal Considerations

Pursuant to provisions 13.5 and 13.6 of the by-law, the Procurement Manager shall prepare a quarterly report of all sole source and single source purchases not requiring Council approval, excluding Low Value Procurements (i.e. less than \$10,000). This report satisfies these provisions.

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Financial Implications

Expenses as per the above list of awarded sole and single source contracts which represent a financial obligation to the Town of \$147,238.42.

Communications Considerations

This report will be posted to the Town's website.

Link to Strategic Plan

Regular reporting to Council on the Town's awarded sole and single source contracts contributes to achieving the Strategic Plan guiding principle of "Leadership in Corporate Management" and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

None

Conclusions

The by-law requirements to provide a quarterly report for all Sole and Single Source procurements, not requiring Council approval, has been fulfilled.

Attachments

None

Previous Reports

None

Pre-submission Review

Agenda Management Team review on October 16, 2019

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Report No. FS19-034

Departmental Approval



**Rachel Wainwright-van Kessel, CPA,
CMA
Director, Finance
-Treasurer**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**



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

Date:	Thursday, October 10, 2019
Time and Location:	7 p.m., Holland Room, Aurora Town Hall
Committee Members:	Sera Weiss (Chair), Barry Bridgeford, Councillor Rachel Gilliland, Balpreet Grewal, Janet Mitchell, Jennifer Sault, Laura Thanasse
Members Absent:	Chris Gordon, Denis Heng (Vice Chair), Chris MacEachern
Other Attendees:	Techa van Leeuwen, Director of Corporate Services, John Firman, Manager, Business Support, Sara Tienkamp, Parks and Fleet Manager, Lisa Warth, Manager, Recreation, Linda Bottos, Council/Committee Coordinator

The Chair called the meeting to order at 7:02 p.m.

The Chair welcomed new Committee member Laura Thanasse.

1. Approval of the Agenda

Moved by Jennifer Sault

Seconded by Janet Mitchell

That the agenda as circulated by Legislative Services, including the following additional item, be approved:

- Delegation (a) Marion Howell, Resident; Re: Item 2 – CAC19-003 – Future Off-Leash Dog Park Locations

Carried

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2. Declarations of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*.

3. Receipt of the Minutes

Community Advisory Committee Meeting Minutes of June 20, 2019

Moved by Balpreet Grewal

Seconded by Barry Bridgeford

That the Community Advisory Committee meeting minutes of June 20, 2019, be received for information.

Carried

4. Delegations

(a) Marion Howell, Resident

Re: Item 2 – CAC19-003 – Future Off-Leash Dog Park Locations

Ms. Howell, on behalf of residents in her neighbourhood, expressed support for the staff report recommendation.

Moved by Barry Bridgeford

Seconded by Laura Thanasse

That the comments of the delegation be received and referred to Item 2.

Carried

5. Matters for Consideration

1. CAC19-002 – 276 and 310 Hartwell Way – Non-Programmed Park Design

Staff provided an overview of the staff report and two preliminary design concepts for a natural, non-programmed park at the north end of the Community Wildlife Park. The Committee and staff discussed various aspects of the proposed park features including dog park size, naturalized playground

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options, the structure and management of community gardens, parking, and concerns regarding the setback/barrier to residential rear yards and coyote presence in the area. The Committee inquired about the public consultation process respecting the proposed community gardens and staff provided clarification. The Committee suggested including accommodation for green vehicles, an open space between the dog park and children's play area so that the two amenities are not adjacent, a water feature in the dog park, and portable toilets.

**Moved by Jennifer Sault
Seconded by Laura Thanasse**

1. That Report No. CAC19-002 be received; and
2. That the comments and suggestions regarding Report No. CAC19-002 – 276 and 310 Hartwell Way – Non-Programmed Park Design be received and referred to staff for consideration and action as appropriate.

Carried

2. CAC19-003 – Future Off-Leash Dog Park Locations

Staff provided an overview of the staff report and concept plan for a leash-free dog park at a future Highland Gate subdivision, noting that the identified possible off-leash dog park locations are based on residents' feedback.

The Committee and staff discussed various aspects of the potential land within Phase 2 of the Highland Gate Development including options for surface material, a path around the dog park, water feature, smaller-dog or passive-dog area, plantings and trees within the park, and agility training-type facilities.

The Committee and staff discussed various aspects of the potential Hydro One Corridor Lands including options for fencing, plantings, providing a buffer between the potential dog park and residential rear yards, interactive/agility training features including the repurposing of tunnel slides from playgrounds, parking, and maintenance vehicle access. Staff noted that Hydro One's criteria regarding conductivity in the area would need to be considered.

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**Moved by Laura Thanasse
Seconded by Barry Bridgeford**

1. That Report No. CAC19-003 be received; and
2. That the comments and suggestions regarding Report No. CAC19-003 – Future Off-Leash Dog Park Locations be received and referred to staff for consideration and action as appropriate.

Carried

6. Informational Items

3. Memorandum from Manager, Business Support Re: Outdoor Sports Field Development Strategy

Staff provided an overview of the memorandum providing an update on the development of a strategy to address the short-term and long-term needs for outdoor sports fields, noting that the consultant's report would be brought forward to Council by the year-end. The Committee inquired about the opportunity to include washrooms and a play area at sports fields, and noted the need to protect the Town's tree canopy.

**Moved by Balpreet Grewal
Seconded by Laura Thanasse**

Recommended:

1. That the memorandum regarding Outdoor Sports Field Development Strategy be received for information.

Carried

4. Memorandum from Manager, Recreation Re: Aquatic Facility Feasibility Study – Update

Staff provided an overview of the memorandum including preliminary findings of the study and possible design options. The Committee discussed and inquired about various aspects including the potential for expansion of existing facilities, parking, tree removal and replacement, building to last and climate

resiliency, multi-level versus sprawling facility, and diving provisions.

**Moved by Barry Bridgeford
Seconded by Janet Mitchell**

Recommended:

1. That the memorandum regarding Aquatic Facility Feasibility Study – Update be received for information.

Carried

**5. Memorandum from Deputy Town Clerk
Re: Advisory Committee Chair Rotation**

Staff provided a brief overview of the memorandum and it was agreed that the election of the Committee's Chair and Vice Chair for the year 2020 would be addressed at the next Committee meeting.

**Moved by Jennifer Sault
Seconded by Laura Thanasse**

Recommended:

1. That the memorandum regarding Advisory Committee Chair Rotation be received for information.

Carried

7. Adjournment

**Moved by Balpreet Grewal
Seconded by Barry Bridgeford**

That the meeting be adjourned at 8:35 p.m.

Carried



**Town of Aurora
Community Recognition Review
Advisory Committee Meeting Minutes**

Date: Monday, November 4, 2019

Time and Location: 11 a.m., Leksand Room, Aurora Town Hall

Committee Members: Erin Cerenzia (Chair), Brian North (Vice Chair), Diane Buchanan, Paul Martin, Elaine Martini, Jo-anne Spitzer, and Mayor Tom Mrakas

Members Absent: None

Other Attendees: Shelley Ware, Supervisor, Special Events, and Ishita Soneji, Council/Committee Coordinator

The Chair called the meeting to order at 11:05 a.m.

1. Approval of the Agenda

**Moved by Jo-anne Spitzer
Seconded by Diane Buchanan**

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, R.S.O. 1990, c. M.50.*

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3. Receipt of the Minutes

Community Recognition Review Advisory Committee Meeting Minutes of July 25, 2019

Moved by Elaine Martini

Seconded by Jo-anne Spitzer

That the Community Recognition Review Advisory Committee meeting minutes of July 25, 2019, be received for information.

Carried

4. Delegations

None

5. Matters for Consideration

1. Round Table Discussion

Re: 2020 Awards Event – Award Categories Review

Staff distributed the draft 2020 Community Recognition Awards Categories & Criteria form and provided details of the discussions held at a working group meeting in September 2019 to consider the suitability of current award categories and other options, including the addition of the Senior Award category.

The Committee and staff reviewed the proposed 2020 awards criteria form, made suggestions to the award descriptions and eligibility criteria for various categories where necessary, and discussed about the addition of the Senior Award category. It was determined that the addition of the Senior Award would be a pronounced addition and would complement the purpose of the award program.

Staff noted that the a report regarding the addition of the new category and the proposed 2020 Community Recognition Awards Categories & Criteria form will be brought to the November 19, 2019 General Committee meeting for Council's consideration.

**Moved by Brian North
Seconded by Paul Martin**

1. That the Round Table Discussion regarding the 2020 Awards Event – Award Categories Review be received and the comments of the Committee be referred to staff for consideration and action as appropriate.

Carried

6. Informational Items

2. Memorandum from Deputy Town Clerk Re: Advisory Committee Chair Rotation

The Committee sought clarification on when the new Chair and Vice-Chair would be appointed, and staff provided a response noting that the new appointments would be carried out at the first Committee meeting in 2020.

**Moved by Brian North
Seconded by Elaine Martini**

1. That the memorandum regarding Advisory Committee Chair Rotation be received for information.

Carried

7. Adjournment

**Moved by Paul Martin
Seconded by Diane Buchanan**

That the meeting be adjourned at 11:44 a.m.

Carried



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

Date:	Monday, November 4, 2019
Time and Location:	7 p.m., Holland Room, Aurora Town Hall
Committee Members:	Neil Asselin, John Green, Matthew Kinsella, Bob McRoberts (Vice Chair), Hoda Soliman, Mayor Tom Mrakas (ex-officio)
Members Absent:	Jeff Lanthier, Councillor Sandra Humfryes
Other Attendees:	Carlson Tsang, Planner, Linda Bottos, Council/Committee Coordinator

The Vice Chair called the meeting to order at 7:02 p.m.

The Vice Chair welcomed new staff member Carlson Tsang, Planner, to the Committee.

1. Approval of the Agenda

Moved by John Green

Seconded by Neil Asselin

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, R.S.O. 1990, c. M.50.*

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3. Receipt of the Minutes

Heritage Advisory Committee Meeting Minutes of June 3, 2019

Moved by Matthew Kinsella

Seconded by Neil Asselin

That the Heritage Advisory Committee meeting minutes of June 3, 2019, be received for information.

Carried

4. Delegations

None

5. Matters for Consideration

1. HAC19-005 – Doors Open Aurora 2019 – Event Summary Report

Staff provided a brief overview of the report highlighting the event attendance, visitor survey results, and advertising, and noted that the 2020 event estimated costs are not expected to increase above the expenditures of the 2019 event.

The Committee inquired about the possibility of holding the Doors Open Aurora 2020 event in the fall instead of the summer, and suggestions were offered toward improving the impact of event promotion efforts through social media.

Moved by Neil Asselin

Seconded by Matthew Kinsella

1. That Report No. HAC19-005 be received; and
2. That the Heritage Advisory Committee extend a thank you to the following individuals and groups for their support of Doors Open Aurora 2019:
 - (a) All site owners/operators;
 - (b) All volunteers and site staff;
 - (c) The Auroran newspaper; and

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(d) The Mayor, Members of Council, and supporting Town staff.

Carried

2. HAC19-006 – Mitigation Tactics to Prevent Illegal Demolition of Listed Heritage Buildings

Staff provided a brief overview of the report and the two proposed strategies to prevent unlawful demolition of listed heritage buildings.

The Committee inquired about the proposed \$10,000 security deposit on demolition permit applications and suggested that a higher amount, possibly determined by property category and a sliding scale, may be more effective in discouraging illegal demolition. The Committee further inquired about current punitive measures and suggested a property freeze option. Staff provided clarification regarding provisions under the *Planning Act* and emphasized the need for a comprehensive review of the Town's Register of Properties of Cultural Heritage Value or Interest toward identifying those listed properties that may be eligible for designation and increased protection under the *Ontario Heritage Act*. The Committee further suggested that incentives could be offered to those who comply with the process. It was agreed that any collected monies should be allocated to the Town's Heritage Reserve fund.

**Moved by Matthew Kinsella
Seconded by Hoda Soliman**

1. That Report No. HAC19-006 be received; and
2. That the comments and suggestions regarding Mitigation Tactics to Prevent Illegal Demolition of Listed Heritage Buildings be received and referred to staff for consideration and action as appropriate.

Carried

6. Informational Items

3. HAC19-004 – Approval of Heritage Permit HPA-19-05 under Delegated Authority

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Staff provided a brief overview of the report and approved application to allow the construction of a second-level deck at the rear of a heritage building known as The Parteger House at 220 Old Yonge Street.

The Committee noted the 2016 Heritage designation of the property and expressed concerns regarding the planned alteration of the bunker roof under the proposed deck, as well as the projection of the deck beyond the south walls of the house. Staff agreed to contact the Building Division regarding the application status and request that the owner consider working with staff in adjusting the plans. Staff further agreed to request additional deck plan information, including baluster and railing details, and provide a future update to the Committee.

Main motion as amended

Moved by Matthew Kinsella

Seconded by Hoda Soliman

1. That Report No. HAC19-004 be received; **and**
2. **That the comments and suggestions regarding Report No. HAC19-004 – Approval of Heritage Permit HPA-19-05 under Delegated Authority be received and referred to staff for consideration and action as appropriate.**

Carried as amended

**4. Memorandum from Deputy Town Clerk
Re: Advisory Committee Chair Rotation**

Staff provided a brief overview of the memorandum. The Committee agreed to address this matter at the next meeting in December 2019.

Moved by Neil Asselin

Seconded by John Green

1. That the memorandum regarding Advisory Committee Chair Rotation be received for information.

Carried

Heritage Advisory Committee Meeting Minutes
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7. Adjournment

Moved by Neil Asselin

Seconded by Matthew Kinsella

That the meeting be adjourned at 7:56 p.m.

Carried



**Town of Aurora
General Committee Report**

No. CS19-035

Subject: Technology Strategic Plan
Prepared by: Techa van Leeuwen, Director of Corporate Services
Department: Corporate Services
Date: November 19, 2019

Recommendation

- 1. That Report No. CS19-035 be received; and**
- 2. That the Technology Strategic Plan be endorsed and included in the 2020 to 2022 three year Operating Budget for final approval of funding; and**
- 3. That this report satisfies Council's conditional budget approval for the following Capital Projects related to the Technology Strategic Plan**
 - (a) Capital Project No. 14075 – Business Process Automation and Data Integration; and**
 - (b) Capital Project No. 13023 – Access Aurora Telephony Project; and**
 - (c) Capital Project No. 14076 – Digital Education Program; and**
 - (d) Capital Project No. 14073 – Information Technology Strategic Plan Implementation.**

Executive Summary

The purpose of this report is to provide Council the Town's Technology Strategic Plan as presented by Perry Group Consulting Ltd.

- To be an efficient Municipality it is critical to have effective, integrated technology underpinning and powering the organization.
- A new technology vision has been developed for the Town focused on five core areas.

- The plan recommends a new centralized IT organization with changes to IT roles, the move of existing roles from other parts of the organization and the creation of new roles.
- A series of Major Projects have been identified and the success of these projects is reliant on the implementation of the Strategic Plan
- Implementation of the Strategic Plan will commence in January of 2020 with transformational change occurring over the next several years

Background

In 2018 the Town retained Perry Group Consulting Ltd to update the Town's Information Technology (IT) Strategic Plan. The previous IT Strat Plan was created in 2009 and required a review.

The Perry Group conducted an all staff survey and facilitated a number of interviews and workshops with key stakeholders to assess the current state of technology within the organization. The Perry Group's standardized Municipal Technology Architecture (MTA) was the basis for evaluating the Town's technology environment. The MTA is a municipal IT model that has been developed with Ontario municipalities over the last 10 years and is based on four technology layers, being infrastructure, business solutions, integration and data, and customer facing.

The results of the current state assessment identified that technology is not working well at the Town and not delivering the expected outcomes particularly in the business solutions layer.

Analysis

To be an efficient Municipality it is critical to have effective, integrated technology underpinning and powering the organization.

Customer and staff expectations are influenced by their experience with technology. In order to provide high quality customer service, operational efficiency and maximum productivity we must leverage technology to modernize our business solutions, create efficiencies through digitalization, improve service delivery and create optimization through the collection and analysis of data.

A new technology vision has been developed for the Town focused on five core areas.

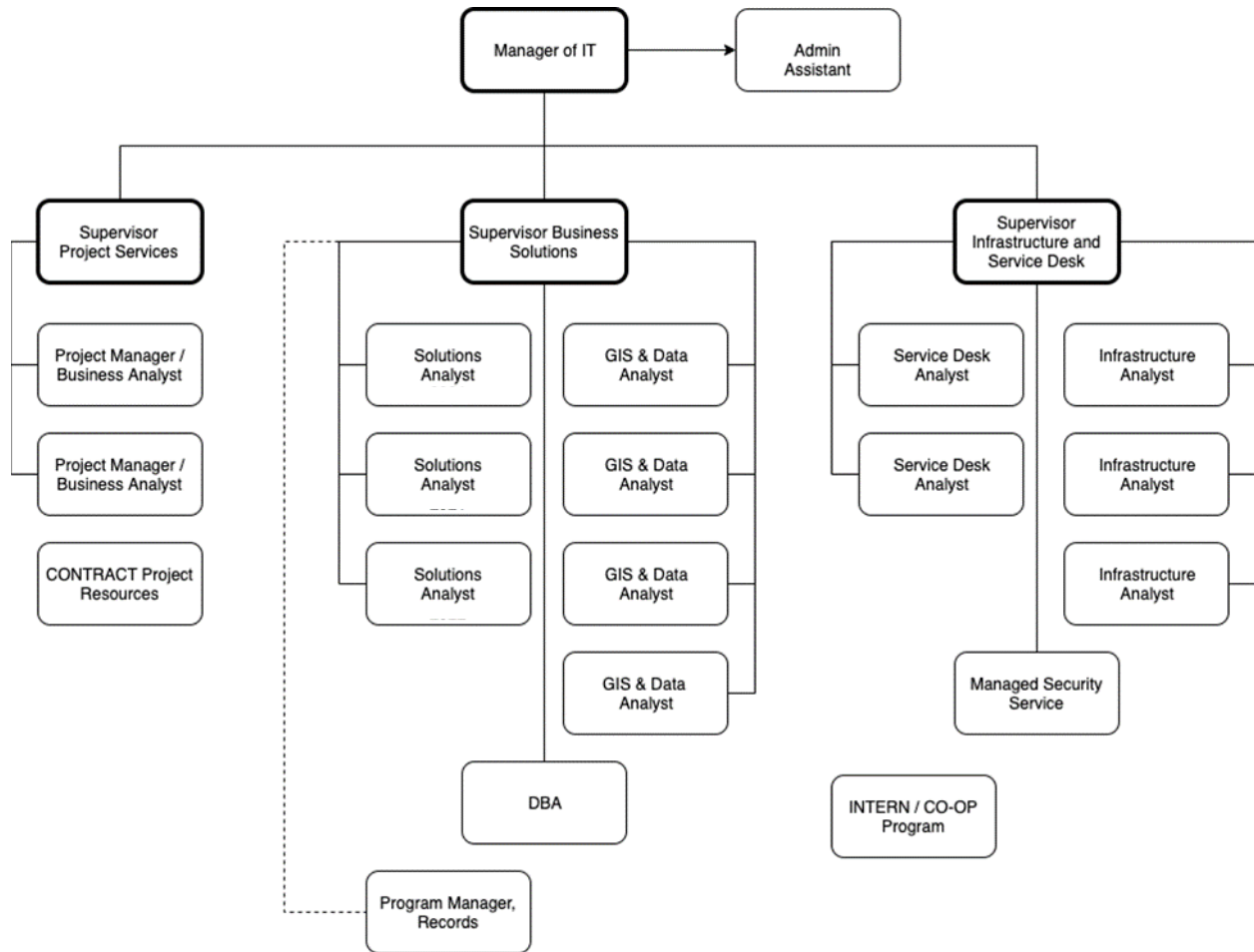
The plan establishes a new technology vision and mandate for the Town which is to lead the Town's effective and innovative use of technology to become a progressive municipality that delivers exceptional and modern digital services. This vision is an extension of the Town's newly developed Vision and Mission of being a progressive community with small town charm and delivering exceptional services that make people proud to call Aurora home.

The technology vision is based around 5 core areas of focus being:

1. Offering great, digital services for customers that allow them to interact with the Town using their laptop, desktop, tablet or smartphone
2. Digitizing and simplifying the Town's business processes to support process efficiency and underpin digital customer service
3. Providing mobile tools for the Town's mobile workforce
4. Providing staff with a modern workplace environment – modern and secure tools that help teams collaborate and be productive
5. Becoming a data-driven organization – an organization that uses data from its digitized processes to analyze and optimize efficiency and cost-effectiveness

The plan recommends a new centralized IT organization with changes to IT roles, the move of existing roles from other parts of the organization and the creation of new roles.

The plan recommends IT be organized into three functional teams being Project Services, Business Solutions and Infrastructure and Service Desk. Each of these teams will be led by a supervisor who will report to the Manager of IT. Existing staff across the organization have been mapped into positions within the new organization. The Supervisor, Project Services and Supervisor, Business Solutions are new positions requested in the 2020 Operating Budget. These positions are critical to the success of the plan as they will be directly responsible for their areas of expertise and will create capacity for the Manager of IT to be more of a strategic advisor and business partner improving the Town's ability to implement technology enabled change. The new IT structure is identified below.



The services and functions of each section are outlined below. The new structure aligns complementary functions together and addresses skills and capacity gaps. The largest gap being in the business solutions domain. It should be noted that the Program Manager, Records is shown as a dotted line as this position will continue to report to the Town Clerk due to legislated requirements specified in the Municipal Act and Freedom of Information and Protection of Privacy Act. It has been identified that this position will be involved in business automation initiatives and will work in partnership with the Business Solutions team.

Project Services

- Project management and portfolio management

Business Solutions

- Solutions planning and evolution

- Systems implementation, configuration, administration and support
- Applications security
- Solutions development

Infrastructure and Service Desk

- Technical and device management support
- User account management
- Asset management
- Productivity software support
- License management
- Inventory and procurement
- Service catalogue and operational communications

A series of Major Projects have been identified and the success of these projects is reliant on the implementation of the Strategic Plan

There are several major projects and initiatives that have been identified in the plan, many of which are currently underway but do not have the proper resources assigned to them for a successful execution. These projects include;

- The implementation of a modernized digital work place including modern messaging capabilities, collaborative workspaces, online/digital meetings and upgrades to meeting rooms to accommodate remote working
- Implementation of key business solutions projects including HRIS workforce management solution, implementation of digital plan and e-permitting through Cityview, CRM enhancements and optimization, Maximo expansion for asset management and a financial information system replacement
- Expansion of business intelligence tools and programs to expand the use of data and analytics
- Optimizing the Town's website with the availability of digital services

Implementation of the Strategic Plan will commence in January of 2020 with transformational change occurring over the next several years

The new IT organization will take effect in January of 2020 and the new IT team will commence the implementation of the Strategic Plan. The plan provides a five year road

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Report No. CS19-035

map that will lead the organization through transformational change with a focus on modernization and innovation. The plan also contains success measures that will be tracked and reported on as part of an annual Technology Strategic progress report. Some measures may not be available in the first year of implementation as process changes will be required to gather the required data but will over the course of the strategy become available.

Advisory Committee Review

Not applicable

Legal Considerations

Not applicable

Financial Implications

The Technology Strategic Plan includes a very comprehensive detailed work plan for the next 5 years based on the categories of governance, organization, IT services, infrastructure, technology integration, business solution and customer facing. A successful implementation and execution of the Technology Strategic Plan is reliant on the appropriate resources and funding being assigned. The 2020 to 2022 three year budget does take into consideration the Technology Strategic Plan and has been presented in both the Capital and Operating Corporate Services budgets.

The 2020 to 2022 three year operating budget includes 2 new positions in 2020, one position in 2021 and one position in 2022 with a focus in the business solutions/analyst domain as well as funding for a third party managed security services contract. Operating budget request is approximately \$275,000 for 2020, \$110,000 for 2021 and \$110,000 for 2022.

The implementation of the plan also includes a number Capital Investments which have been reflected in the 2020 capital budget for a total of \$411,200. There are four capital projects directly related to the Strat Plan being automation and data integration, digital education, telephony assessment and studies and other that include a number of initiatives such as Security strategy, Planning Process redesign, Maximo fit-gap review, Office 365 cost benefit analysis and other. These Capital Projects received conditional approval at the October 5, 2019 Capital Budget meeting pending the approval of the

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Strategic Plan. Staff is recommending approval of the Strategic Plan and the Capital Projects that support the implementation of the Plan.

Communications Considerations

Internal communications have occurred with affected staff. A communication plan will be a key component of a change management strategy that will be developed to ensure successful transitioning through transformational change.

Link to Strategic Plan

The Technology Strategic Plan supports the Corporate Strategic Plan in many ways particularly in the goal of Supporting an Exception Quality of Life for All and the supporting objectives of maintain and expand infrastructure to support growth through technology, develop a strategy to expand e-services, continue to pursue initiatives to drive efficiency and potential cost saving, regularly examine the Town's municipal structure and resource allocation to maintain flexibility and respond to rapid changes within the community.

Alternative(s) to the Recommendation

1. Council could choose not to endorse the plan. This would allow the current state to continue and may negatively impact our ability to provide exceptional services.
2. Council provide direction.

Conclusions

In order for the Town to fulfill our Mission which is to Deliver Exceptional Services that Make People Proud to call Aurora Home, we must modernize our services and our work environment to be more effective and efficient with a focus on meeting community expectations. The Technology Strategic Plan is a comprehensive document with a solid multi-year work plan for success. The plan does identify the need for additional resources and funding to implement, execute and deliver the recommendations of the plan. The 2020 to 2022 three year operating and capital budgets do include all costs associated the implementation of the Plan.

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Attachments

Attachment #1 – Technology Strategic Plan

Attachment #2 – Capital Project No. 14075 – Business Automation and Data Integration

Attachment #3 – Capital Project No. 13023 – Access Aurora Telephony Project

Attachment #4 - Capital Project No. 14076 – Digital Education Program

Attachment #5 – Capital Project No. 14073 – Information Technology Strategic Plan Implementation

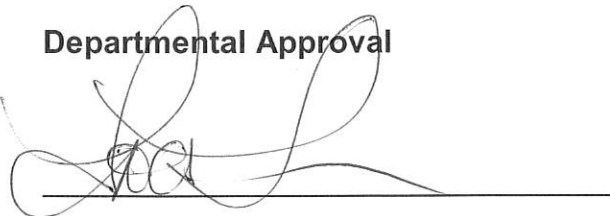
Previous Reports

none

Pre-submission Review

Reviewed by the CAO

Departmental Approval



**Techa van Leeuwen
Director
Corporate Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**



Technology Strategic Plan



Final Report

September 9, 2019



Attachment #1

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Executive Summary

The explosion of the internet and the smartphone over the last decade has changed customer and staff expectations.

Customer expectations of service are now heavily influenced by their interactions with Netflix, Amazon, Indigo, their bank or their grocery store. People can pay taxes, renew their health card and buy their vehicle license sticker online. Increasingly they expect to be able to interact with their Town in the same way.

Staff too are influenced in the same way and expect to be able to use simple and easy to use tools at work to collaborate, to share information and to get work done - where and when they need to.

Quite simply, it is impossible in 2019 to be an effective and efficient municipality without effective, integrated technology underpinning and powering the organization. High-quality customer service, operational efficiency, and staff productivity depend upon it.

Perry Group Consulting was engaged to develop a future-looking Technology Strategy for the Town. This is intended to be a corporate-wide look at how the Town can leverage technology to be a better, more effective organization - not an IT Division plan.

Good strategy comes from fully understanding the current situation and developing clear actions to address key challenges and opportunities and move forward. So, we began with a current state assessment.

The results of the current state assessment suggest that the technology situation at the Town is unsatisfactory. We found:

- An isolated IT Division focused upon technology infrastructure and a control mindset, with business units working around rather than with the team, resulting in disjointed management of technologies;
- Key gaps in technology resources, skills and capacity;
- Existing business solutions that are significantly under-utilized;
- A series of failed or stalled business-technology projects;
- An overall lack of organizational excitement around technology and the potential of technology.

This strategy makes clear recommendations about how the Town should address this situation.

First, we have articulated a vision of where the Town should be aiming to make significant improvements - a common vision that everyone in the Town must get behind.

The technology vision is based around five core areas of focus:

- 1) Offering great, digital services for customers that allow them to interact with the Town using their laptop, tablet or smartphone;
- 2) Digitizing and simplifying the Town's business processes to support process efficiency and underpin digital customer service;
- 3) Providing mobile tools for the Town's mobile workforce;
- 4) Providing staff with a modern workplace environment - modern and secure tools that help teams collaborate and be productive;
- 5) Becoming a data-driven organization – an organization that uses data from its digitized processes to analyse and optimize efficiency and cost-effectiveness.

In support of these five core areas, a set of success measures have been identified to allow the Town to monitor progress in each area over the next five years.

Next, we have outlined what needs to be done to achieve the vision. The key recommendations focus on the way that the Town organizes and makes technology decisions, how it operates and manages its technology - and they represent a significant change. They are as follows:

- 1) The Town must reset and establish a new technology delivery model, founded upon partnership and built through collaboration, co-operation, and coordination. This means:
 - a) A new, elevated role and mandate for the IT Division - with a particular expansion of the role to focus on Business Solutions;
 - b) Stronger IT leadership, with IT leadership involvement with ELT;
 - c) A reorganized IT Division, with three teams and the addition of two new supervisors (as requested in 2019 budget) to run three new teams in IT;
 - i) Infrastructure and service desk;
 - ii) Business solutions, GIS and data;
 - iii) Project services.
 - d) Moving GIS and business solutions management resources that are currently based in business units into the IT Division;
 - e) Progressively adding new resources to the IT Division over the next three years to address gaps in capacity and capability in Solutions Analyst and Business Analyst roles.
- 2) In parallel with changes to the IT organization, the Town must clearly define business units' roles with regard to technology. This means that:
 - a) Directors and Managers in business units must become more open to and comfortable with technology so that they can lead business transformation powered by technology - a digital education program is planned;
 - b) Business units must take stronger ownership of transformation powered by technology, responsibility for the design of business processes and services, must lead change management and adoption efforts and be Directly Responsible for overall project and product success;
 - c) Communications will take the lead for the web and digital program and strategy but will work in partnership with IT, Customer Service and other stakeholders to deliver the program;

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- d) IT will work closely with a network of digital savvy staff throughout the organization to design, and test IT services that better meet the needs and expectations of tech savvy staff.
- 3) The Town must implement a revitalized IT Governance Model to transparently align, coordinate and prioritize ALL work in the technology domain (technology, solutions, data and integration and web and digital).
- 4) The Town should reset its current approach to information security to ensure that there is an appropriate balance of usability with risk management. It is recommended that the Town work with a third-party service to achieve this goal.
- 5) The IT Division should implement a series of improvements to IT service delivery to improve the quality and consistency of its services.

A series of major projects and initiatives are also identified, these include:

- The implementation of a modernized digital workplace environment, including:
 - Updates to modernize email and messaging capabilities, and the telephony environment;
 - Project and collaboration workspaces;
 - Collaborative document sharing and editing;
 - Online / digital meetings;
 - Simpler remote working;
 - modernization of board and meeting rooms.
- Implementation of a series of key business solutions (process digitization) projects, including:
 - Human Resource Information System (HRIS) / Workforce Management solution;
 - CityView expansion to implement the digital plan and build vision;
 - Maximo expansion / re-implementation to support Asset and Work Management needs;
 - Customer Relationship Management (CRM) enhancements;
 - Financial system replacement;
- Major expanded adoption of mobile working for field staff - built around CityView, GIS, Maximo and CRM;
- Major expansion of the GIS and Business Intelligence programs to expand the use of data, analytics;
- Expansion / full leverage of the CRM system as a corporate-wide case management solution;
- New Town website and growth in the availability of digital services;
- Introduction of new digital services, such as online permitting, planning, licensing.

Finally, we have outlined a staged approach to implementation which identifies three discrete phases. These are:

- Phase 1 - New IT: First, before anything else can be achieved, the Town must reset the technology management model and establish a more collaborative environment.

- Phase 2 - Process Digitization and Mobilization: Next, the Town must focus on digitization of its core business processes (HR, Planning, Permitting, Asset and Work Management, Finance) taking the opportunity to streamline and simplify aging paper-based processes.
- Phase 3 - Optimization through Data and Digital Services: Then, building upon the digitization of processes, the Town can focus on offering new digital services and using the data from process digitization to become a data-driven organization.

The phases unfold according to the following timeline.

	2019	2020	2021	2022	2023	2024
Phase 1: New IT						
Phase 2: Process Modernization						
Phase 3: Optimization & Digital						

The Town’s Vision and Mission talk to being a *progressive community with small town charm* and delivering *exceptional services that make people proud to call Aurora home*.

Without addressing the issues identified by this strategy - the Town cannot deliver exceptional services and cannot meet community (or staff) expectations and thus cannot reasonably claim to be a progressive organization. Simply put, the Town’s Vision and Mission are dependent upon and cannot be achieved without a more effective approach to technology and digital.

It is acknowledged that the recommendations presented here represent a major organizational and cultural shift, away from silos to a more coordinated and corporate approach. It is also acknowledged that such change can be difficult and hard to accept for management and staff that have found ways to make things work in the current model. It is a major leap of faith to ask for a commitment to a new model - without assurances that the new model will be successful.

However, the recommendations are based upon similar models and strategies from leading digitally minded municipalities that are proven to be successful.

With the essential and necessary commitment and support from Council and ELT, and with a revitalized excitement about technology built around a new technology partnership, we believe the proposed strategy can be successful in Aurora too.

1. Introduction and Background

1.1 The Importance of Technology to Municipalities

Why is Technology, and thus this Technology Strategic Plan, so important to the Town?

Of course, the Town is dependent upon technology. Technology is central to the Town's ability to deliver services as diverse as collecting taxes, dispatching animal services staff, handling customer enquiries, and managing recreation program registrations. All of these services today rely on technology to operate effectively.

While email and smartphones keep every part of the organization connected and communicating, it is the business solutions such as ActiveNet that allow managers and staff to optimize program registration processes, or Vadim that handles budgets and financial reporting.

Technology can play a major role in connecting separate parts of the organization – whether across departments, or from customer service agent to road or parks crew. Using common, integrated systems should ensure that inquiries flow from front counters to the department and to appropriate field staff for resolution.



Figure 1: Connecting Customers and Staff Using Common Technology

Moving forward, technologies should support the “no wrong door” customer services approach – allowing customers to choose the channel (smartphone, web, telephone, face-to-face) through which they interact with the Town. Common systems (as illustrated in Figure 1) should create a consistent view of the customer for customer service agents and frontline, back office and field staff and allow for simple dashboards and data analytics to support Management and Council in the monitoring and oversight of service quality.

These tools working together can enable the Town to maximize its operational efficiency.

Looking to the future, it is anticipated that the importance of technology will only continue to grow, and grow increasingly rapidly, in importance. More and more customers will expect to use their computers and smart devices to interact with the Town, to make an inquiry, report a problem or apply for permissions. Increasingly

sensors will be used to monitor critical infrastructure throughout the Town and notify staff where problems are anticipated or have occurred.

Successfully managing the introduction and operation of these new technologies – allowing the Town to deliver improved services, with less – is a critical organizational capability for the Town.

1.2 The Importance of Technology Strategy

So, given this ever-increasing importance of technology and its role in delivering municipal services, the Technology Strategy is a crucial piece of work.

It should help the Town (ask, and) answer, important questions about its technology:

- Is the Information Technology environment properly managed, maintained, secured, and able to support the needs of the Town?
- Is the IT service cost effective?
- What are the Town's future business needs?
- Is the technology environment, and our resources and management practices equipped to meet current and future business needs?

Amongst the many opportunities that the Town is bombarded with, the strategy must help the Town determine its priorities and identify the key initiatives and activities that will support the Town's strategic goals and objectives.

It is important to note that this is a Corporate Technology Strategic Plan, not an IT Division plan. It looks at how the whole corporation can leverage technology to deliver improved services and customer experiences, efficiency and productivity.

1.3 Town Vision, Mission and Values

The Town's newly developed Vision, Mission and Values are:

Vision:

Our vision is a progressive community with small town charm

Where:

- Our work culture attracts and retains passionate employees
- A thriving downtown and our diverse neighbourhoods create a sense of vibrancy
- Business growth and innovation are embraced while the environment and our heritage are protected

Mission:

Our mission is to deliver exceptional services that make people proud to call Aurora home

Values:

Attachment #1

- We respectfully challenge each other in the pursuit of excellence
- We consider the big picture and each other when making decisions
- We trust employees to do the right thing
- We treat each other as valued customers
- We take risks, learn from our mistakes and celebrate our successes

The Strategy has been developed in alignment with the Town's Vision, Mission and Value statements which indicate a desire to be a progressive organization and community that embraces innovation, delivers exceptional services to the community, pursues excellence and considers the big picture.

We have highlighted the parts of the Vision, Mission and Values that we see apply directly to technology.

1.4 Acknowledgements

Perry Group would like to acknowledge the cooperation of the management and staff of the Town of Aurora throughout this project.

2. Current State Assessment

Before developing any future looking strategy, it is important to take stock of the current situation; where are we today? How far away is where we are from where we need or want to be?

This section briefly describes a) the current state of the Town’s technology systems, and b) the Town’s current approach to managing its technology. It summarizes the consulting team’s assessment and observations.

2.1 Introducing the Municipal Technology Architecture

Perry Group’s standardized Municipal Technology Architecture (MTA) shown in Figure 2 below was the basis for evaluating the Town’s technology environment.

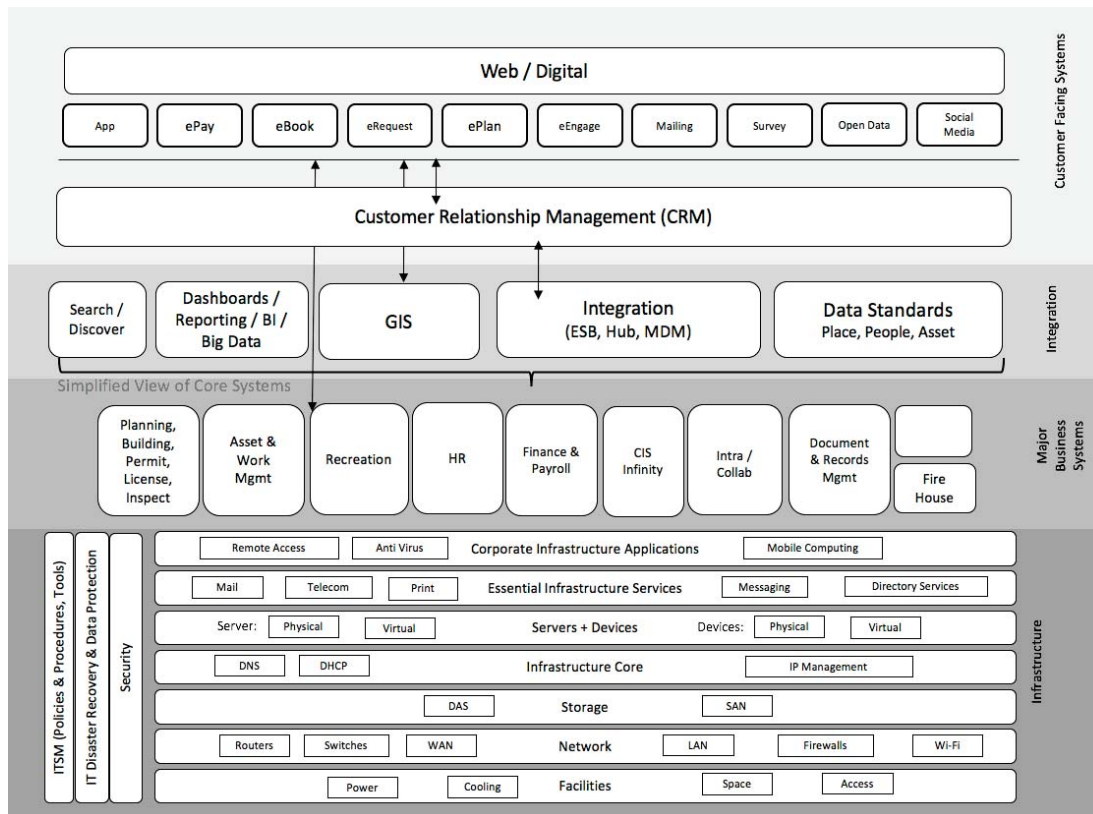


Figure 2: Municipal Technology Architecture

This is a generalized, conceptual municipal IT model, developed with Ontario municipalities over the last 10 years. The MTA introduces several key concepts that are important for the Town at this time, including:

- There are 4 main technology layers (labeled in Figure 1 as: infrastructure, business solutions, integration and data, customer facing). Each requires discrete IT skill sets to be managed effectively. For instance, while technology

infrastructure management is deeply technical, project management around business solutions projects requires project experience, change management and soft skills. An IT organization needs a breadth of skills in various domains to effectively manage the complete environment.

- The Infrastructure layer is the foundation for the entire technology environment. Infrastructure must be robust and reliable because it provides the basis for all other layers. Unreliable or inaccessible infrastructure undermines all the technology that sits above it.
- Appropriate policies, security, data protection and disaster recovery provisions should be in place. In an ideal situation, the IT team will also need appropriate tools to help manage the environment including: a helpdesk request tracking system, a set of systems management solutions and automation tools (e.g. remote support, patch management, mobile device management) to simplify IT management tasks, increase productivity of IT staff and to enable employee self-service (e.g. password resets).
- A municipality should limit the number of corporate business solutions platforms it runs to reduce process and information silos. These business solutions provide the foundations for automated and streamlined business processes. They will gather data to drive analytics capabilities and underpin the effective delivery of online services.
- Business solutions should be integrated allowing for data to be automatically passed between solutions (using integration technologies), thus reducing data duplication and errors, and ensuring auditability.
- The IT architecture should build from the bottom up – Infrastructure first, then business systems and so on.

These are some of the basic tenets that a well architected technology environment will operate under.

2.2 Technology Assessment Results

Perry Group reviewed the Town's technology against the MTA. The MTA diagram in Figure 3 colour codes the results of the review.

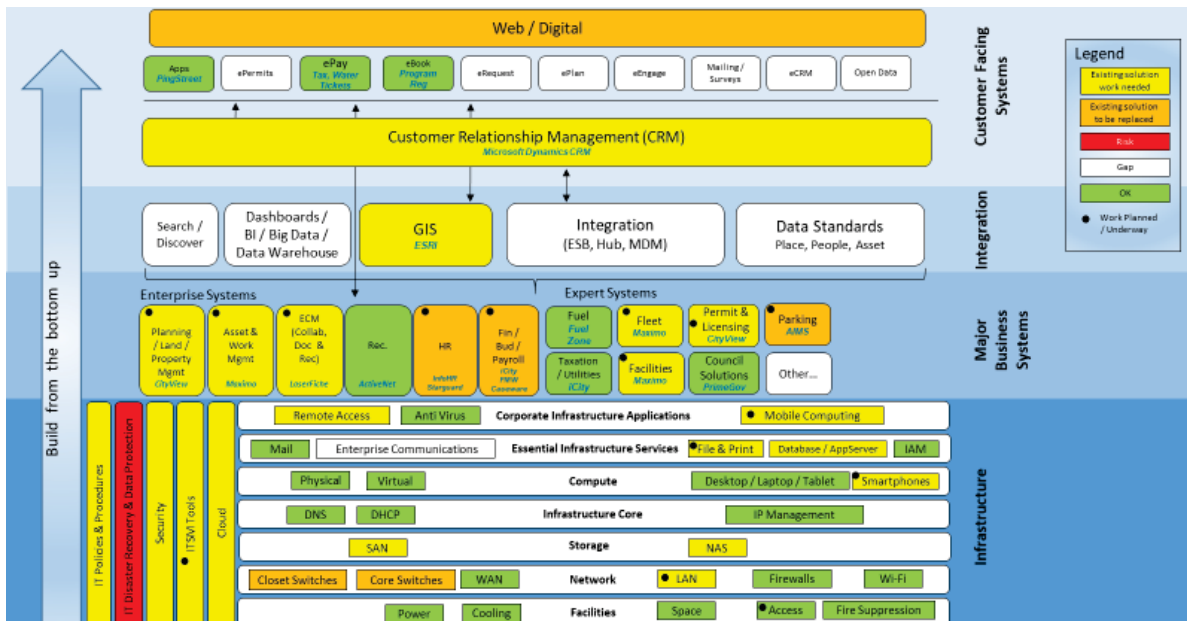


Figure 3: MTA Assessment Results Visualization

The key points of the assessment identified that:

- The **Infrastructure layer** is reasonably well managed; survey responses suggest that the Town’s technology is both reliable and robust. However, key exceptions to this were noted, particularly around remote and mobile working (connectivity, security and device provisioning) – which are areas that require improvement. Additionally, risks were identified with the current lack of policies and procedures around the management of the infrastructure. Frustration also with the current approach to IT security were flagged, and a more detailed review conducted by an independent security expert suggests a need for a revised approach to IT security (which is discussed in more detail later in this document). A formal IT Disaster Recovery strategy that includes business impact analysis’ and risk assessments should also be a priority.
- In the **Major Business Solutions** layer, while most departments have a business solution in place, many of these solutions are significantly under-utilized. There are some clear issues in the business solutions area; the HRIS system is moving into its third iteration in as many years, Finance systems are in need of overhaul. Maximo is significantly underutilized despite major investment over the last decade and there are opportunities to utilize CityView more broadly in planning, and engineering. The Town’s Records Management System (Laserfiche) is in the midst of being rolled out – but has taken a long time to reach partial adoption. Some other systems (e.g. parking) require replacement and/or upgrades.
- To date the Town has undertaken limited work in the **Integration and Data** layer. While, this is understandable, given that it is generally recommended that

municipalities build upward in the MTA and there is much work to do in the business layer - this represents a significant future opportunity. GIS is a bright spot, delivering good value internally, and representing some key recent wins (mobile field data collection and inspections, for example) but progress has been significantly inhibited in moving forward with some aspects of the GIS strategy commissioned in 2012 (in part as a result of GIS and IT teams being separated). There is limited integration between business solutions. There are no corporate Business Intelligence (BI) tools in place that would bring together information from disparate systems, there is limited data driven decision making in evidence at the Town.

- In the **Customer Facing** layer the Town has implemented a corporate CRM, although capabilities are currently underutilized, and plans are in place to enhance the use of the CRM. The Town's web technology is currently shared with Newmarket – a website replacement project is planned. A handful of online services are available including (pet licensing, parking tickets, program registration and where's my plow). Again, there are significant opportunities to offer additional digital services – such as permitting and planning online.

The key takeaways from the assessment are that:

- The Town's technology infrastructure, whilst reliable, must become more flexible and user-centric, enabling rather than providing barriers to staff working in the office, field or remotely;
- The Town's security approach must be revised to more effectively balance a secure environment while supporting collaboration and creative use of technology;
- There is a history of major business solutions being under-utilized and not realizing the expected benefits – the success rate of business solution projects needs to be significantly improved;
- There are some very large potential corporate-wide business solutions projects ahead (HR, CRM, ECM, CityView, Maximo and Finance) that must be well - delivered and corporately embraced to be successful – cross-corporate projects are the most complex and rely most heavily on dedicated resources and effective collaboration and coordination;
- Data and integration are significant areas of opportunity for the Town, and GIS should become one of the prime platforms for the Town;
- The Town must expand its CRM solution and fully integrate these capabilities into the Town's website;
- There are a wide variety of opportunities to deliver digital services.

2.3 IT Service & Management Practices Assessment Results

Next, we looked at the current state of IT services and the IT management approach at the Town.

The modern expectation for an IT service is that the IT organization (the leadership and team) works as a partner with business unit leaders to help them identify, design and implement technology solutions to clearly defined business problems. The role of IT leadership is to act as a strategic advisor to leadership and to help business units and the organization as a whole understand what is possible with technology and how to successfully implement technologies that improve service quality, efficiency and productivity of staff.

The graphic below provides a summary of where the Town’s current IT services are currently assessed.

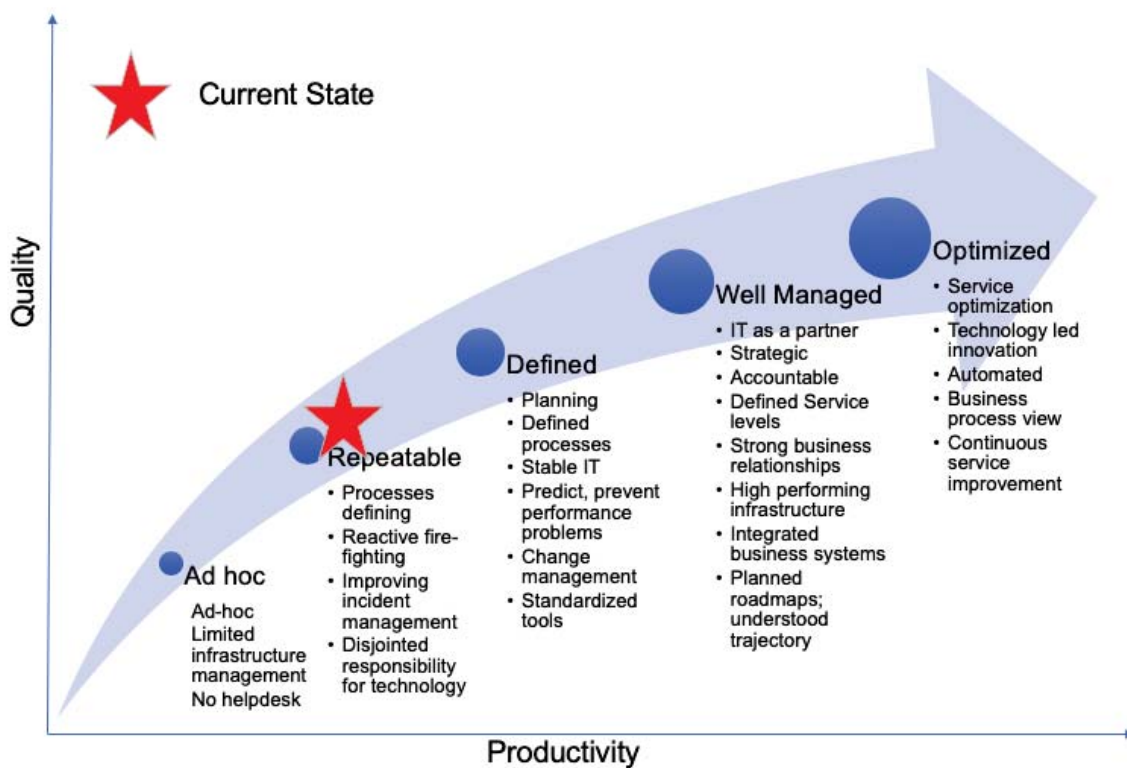


Figure 4: Current IT Management Assessment

Based on the assessment, IT is too re-active and frequently forced into fire-fighting mode. A number of best-practice ITSM processes have not been put in place. There is a lack of clear long-term plans for technology infrastructure and solutions.

In its current mode of operation, IT is largely viewed by business units as a service supplier, a support service – not a strategic partner.

Business units often come forward with the technology that they want to purchase or have already purchased – not the business problem that they are trying to solve. In this mode, IT is often forced to be more reactive than it should be, with IT frequently finding out about business-led technology initiatives too late to influence or shape the direction.

For various reasons, some teams actively avoid working with the IT team.

In respect to the MTA, it is noted that the IT Team's focus is largely upon the Infrastructure layer (the bottom layer in the architecture), with various business units taking the lead around their specific Business Solutions, for GIS and for Web and Digital services. Without the broader context about how the various technologies at the Town should work *together* business units each solve for their individual challenges – which does not result in a cohesive or integrated set of systems across the Town.

The mandate, roles and responsibilities of the IT Division is limited. This has, we believe, lead to a control mindset that is the only way for the IT Division to extend influence, which further contributes to business unit's unwillingness to work with the team. This is a vicious cycle that must be broken.

2.3.1 Technology Resourcing

The current organization chart for the IT Division points to some of the factors that contribute to the current situation.

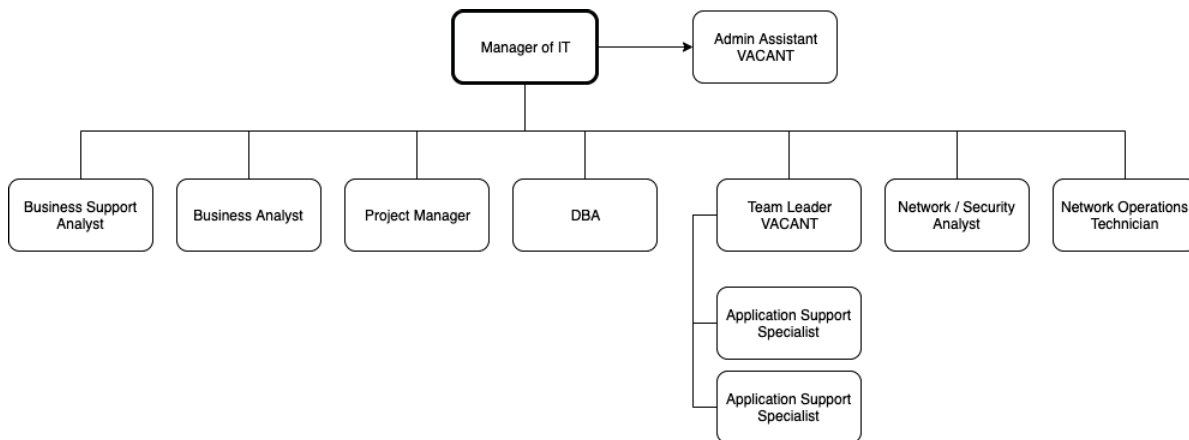


Figure 5: Current IT Organization Structure

The key issues are that:

- 1) The organization structure is flat, there is no effective 'IT Management team' – with most of the team reporting directly to the IT Manager. This keeps the IT Manager role focused more on operational, not strategic, activities;
- 2) There are no business solutions specialists in the IT team; meaning that there is no one with specific responsibility for helping business units implement and evolve business solutions capabilities. Note that the Database Administrator (DBA) partially fulfills some of this role. Application Support Specialists are incorrectly titled – with these roles largely fulfilling Service Desk Analyst (helpdesk) roles;
- 3) There is only 1 business analyst position – insufficient capacity to assist business units in understanding business problems and scoping out business transformation projects;

- 4) Roles and responsibilities of team members in IT are somewhat blurred – for instance a technical specialist has moved into the Project team, while retaining many Infrastructure management responsibilities.

As we have noted, outside of the IT team there are a number of technology resources:

- 1) GIS technical resources for the Town are based in Planning and Development – not in the IT team (given the technical nature of these roles, they should be within the IT Division);
- 2) Maximo and GIS technician resources are based in Engineering;
- 3) CityView application expertise is in the Building Division;
- 4) The Clerk's Office is leading the work around Laserfiche and Records Management, which is expanding from records management into forms digitization, workflow and other capabilities.
- 5) Web and digital leadership and management is in the Communications team.

Responsibility for technologies, their planning and management, is simply too disjointed to be effective. It is clear the Town has not organized its IT resources to effectively fulfill the “Well-Managed” mandate (as shown in Figure 4) – which should be the target state.

2.4 What does the Current State Assessment tell us?

The current approach to technology is not working especially well and is not delivering the expected outcomes – projects are stalling, some are being repeated, many are not achieving expected outcomes, particularly in the Business Solutions layer.

Overall, we note that there is a general **lack of excitement** around technology and the potential that technology presents to improve services and efficiency.

Relationships between the IT division and business units are not strong and there is a lack of collaboration and coordination between groups and IT for various reasons. The IT Division's security posture is seen as a key inhibitor – but is in some respects inevitable as a result of the desire to retain some control.

Management and staff in business units are frustrated with IT services (<70% satisfaction) and there is a general level of disappointment in the lack of progress around technology. IT management and staff are also frustrated with the current situation – often playing catchup with business units.

Revisiting the Town's Vision and Mission statements, it is clear that the current situation is impeding the Town's Vision; to be *progressive*, to *attract and retain passionate employees*, to be *innovative* as well as undermining its Mission to deliver *exceptional services that make people product to call Aurora home*.

Given the importance of technology to municipal efficiency and effectiveness – the Town needs a major change – and that's what this strategy recommends.

3. Setting the Vision for Success

So, if the current situation is not optimal; what would success look like? What would a modernized Town of Aurora fully leveraging digital technology look like?

3.1 Key Solutions and Capabilities

In our envisioned future, the Town's workforce and community should be fully empowered by modern technology, digital solutions and capabilities. This means a focus in the following areas.

3.1.1 Digital Services for Customers

The Town is in the customer service business and its goal as a service provider is to provide easy to use, simple services. In today's world, residents used to banking and buying products and services online, also expect to be able to access government services from their smartphone or their tablet any time and from anywhere.

So, in future customers should be able to visit the Town's website to easily and quickly:

- **Report a problem** and track its resolution (receiving updates along the way);
- **Make a booking** (e.g. recreation programs, facilities and rooms, inspections, event);
- **Make a purchase** (e.g. parking exemption, garbage tag)
- **Make payments and manage accounts** (e.g. pay an invoice, pay a ticket, set up a direct deposit, review a tax account, request a tax certificate);
- **Submit applications & drawings** and track the application progress (e.g. Development Applications, Permits, Licences, etc.);
- **Submit forms** (e.g. grants, delegations, etc.).

We expect that increasingly the community will use digital services as the best and preferred way to interact with the Town.

This doesn't take away from the important role of Access Aurora and the face-to-face and telephone-based services that they offer. The Town will continue to offer choices to customers to interact using their channel of choice. The expansion in digital services reflects the fact that there are many in the Town (92% of Canadians have access to the Internet at home, 76% have a smartphone) who simply prefer to interact using the smartphone or the web.

An Illustration of the Digital Plan and Build Process

Let's imagine how a Digital service for Planning and Building would work.

Kevin is building a new home on a lot in Town. He goes to the Town's website to review what is required before he starts. An easy to use wizard steps him through the process and he realizes he needs a minor variance before he can begin the build.

Kevin starts a minor variance application online, fills the form to supply the Town with the required information, attaches drawings of his proposal from his architect, and pays for the application with his credit card before clicking submit.

Town Planning staff receive notification of the application, they validate that the correct details have been provided and start a series of workflows which allocates tasks to Town staff required to review the application.

Details of the application are automatically published on the Town's website and those that subscribe are notified of its receipt.

Kevin is emailed a copy of a sign that must be printed and shown onsite. The sign has simple details of the application and a QR code that allows anyone passing by who is interested in finding out about the application to scan the code and be directed to more details of the application on the Town's website.

A few days later, Kevin uses his smartphone to check in on his application and sees that it is due to be discussed at the next Committee of Adjustment (COA) meeting. He wants to be there, so he adds it to his calendar.

The COA approves Kevin's application and he is good to go.

Next Kevin needs a building permit for his new build.

He logs back into his Town account on the website and initiates a building permit application - using the information that he previously submitted for his minor variance application. He adds additional drawings and required information to complete the permit application, again pays for and submits his application.

This time Building staff are notified of the permit application and they begin the process of reviewing the permit application. They use the same system as the planning team so they can easily review the details of the minor variance request.

Once all reviews and tasks are completed satisfactorily the Town issues the building permit - emailing a permit to be printed by Kevin and posted at site - this too has a QR code on it.

A month goes by and Kevin's contractor is now on site and has completed the footings work. They require an inspection of this work before they can proceed. The contractor uses his smartphone to login to the Town's website and book the next available inspection.

Stephanie, the building inspector for that area is notified of a new inspection the next day. The following day she heads to site and conducts the inspection. She uses her connected tablet to review the details of the application and record the results of the inspection, completing a checklist of tasks, taking photos and making notes. At the

completion of the inspection she marks the inspection as completed, with a pass. The system automatically emails Kevin and his contractor the results of the inspection and work on site can proceed.

Although this presents a stylized and simplified example, this is the actual way that Plan and Build services in some municipalities across Canada and in many municipalities across the world work. This is the vision for the way services at the Town could and should work.

3.1.2 Digitized End-to-End Business Processes supported by Fully Utilized Business Solutions

However, before the Town can deliver truly great end-to-end digital services as the Digital Planning and Building example above back office processes must be digitized so that staff manage workflows digitally.

What do we mean by Digitized Processes?

Well designed, standardized and digitized processes are the foundation of a well-run municipality, and Business Solutions enable the operation of digitized processes.

A process is a series of steps taken in order to achieve a particular goal or objective. Processes codify the way that the Town handles a permit or a request, a complaint or a license, issues bills and receives payment for taxes or grant applications - ensuring that each request is handled the same way.

In the best case, processes are designed to be efficient and to take advantage of modern capabilities. Technology-based business solutions enable processes to be digitized, automated and enable staff and management to manage processes at scale, for example, to process tens of thousands of recreation program and summer camp bookings, or thousands of permit applications each year. Today, too many of the Town's processes are paper based and manual, or run using Excel, which acts as an anchor upon the Town's operational efficiency, inhibiting productivity and hampering the ability to deliver improved services and experiences.

When processes are digitized into robust business solutions, all necessary transaction processing - workflows, tasks, notifications, quality checks and validations and approvals - can be carried out digitally, using a computer, and can happen anywhere (in the office, at a work-site, in a truck at the side of the road, or from home).

Offline steps (manual interventions such as checking a paper file or getting a physical signature) are largely reduced to the point of elimination.

Business solutions are shared across departments and divisions so that tasks initiated or completed in one area can automatically trigger a task in another, such as

a change in a permit status (in Building) which could trigger the processing of a pre-approved payment (in Finance). In such a situation, payments can be processed faster, improving Town cashflows.

The digital process chain provides complete visibility of the process throughout the Town – authorized staff can easily check on the status, review previous actions or find out required information, without needing to search for a paper file. Systems manage the routing and workflow of processes, including escalating items to senior staff and management when exceptions are encountered, or where performance falls below defined levels of service.

Digitization allows management to track team and workgroup processes and monitor Key Performance Indicators that provide insights to improve process effectiveness, or to support more effective allocation of Town resources.

Today, too many of the Town's processes are run using paper and pen or excel spreadsheets – and not in digitized systems (timesheets are filled on paper, permit applicants come in to Town Hall with reams of paper, other licences and permits require applicants to download a paper form, fill in the details and bring the form and paper into the Town).

Many of the Town's business solutions require major work (or replacement) if they are to be fully leveraged and utilized to digitize core work processes. Thus, the Town must focus upon, as a priority, the end-to-end digitization and systematization of its key processes.

End-to-end digitized business process work is needed in numerous areas, including:

- Workforce management, timesheets and staff scheduling (New HR System);
- Managing a planning application from end-to-end (CityView);
- Managing a business licence from end-to-end (CityView);
- Customer complaints / request management end-to-end (Dynamics);
- Plan and manage asset lifecycle (including reactive and planned maintenance events) (Maximo);
- Expense management, digital invoicing (New Finance System).

3.1.3 Mobile Tools for the Mobile Workforce

Just as a FedEx ® or UPS ® driver uses a mobile device to track delivery of your parcel and get your signature, Town staff that work out of the office should have access to similar technologies to collect data, track work orders, complete inspections, access asset history, view drawings and to conduct surveys.

Mobile and field staff will be connected into the digitized business processes discussed above. Using mobile technologies (including connectivity and security, devices, and business solutions) to access the Town's information while mobile. This will allow a customer request (about a downed sign, for instance) to be directed to a field crew and their completion can be tracked by back and front office staff.

Mobile Increases Customer Responsiveness and Satisfaction

A stop sign has been knocked over. A passing customer takes a photo of the downed sign and sends a request to the Town for a repair. The notification is received, automatically categorized, geo-located and recorded in the City's customer request management and dispatched to the Town's work management system (Maximo) for resolution. The work management system automatically dispatches a request to the nearest crew in the area who receive it on a laptop in their work vehicle. As an emergency work order, they head to the site and erect a temporary stop sign. A couple of days later, the sign crew visits the site and replaces the stop sign. They take a picture of the fixed sign and the customer receives a notification on her smartphone that the issue has been resolved.

3.1.4 A Modern Workplace

If the Town is to be a more modern, digital organization, then it must also make available simple and easy collaboration capabilities for staff – enabling staff to do their best work by using the tools best suited to the job. This will include:

- Increased use of mobile friendly devices – laptops, tablets – providing individuals and teams with choices of devices that best meet their needs;
- Digital meetings – real time meeting notes, improved and broader adoption of web meetings, screen sharing;
- Shared project collaboration spaces helping internal teams work together, track projects, assign tasks, share document, but also enabling improved collaboration with partners, vendors, and the community;
- Team messaging and chat – helping co-workers connect and interact in real time;
- Improved document collaboration, versioning, co-editing;
- Easier presentations in Town meeting and board rooms;
- Simpler solutions for and increased adoption of remote and flexible working – enabling staff to work from the office, from a partner's office space, from the side of the road, from a coffee shop or from home.

3.1.5 Data Driven

As the Town increasingly digitizes its processes and uses business solutions to manage its workflows and work assignments it will collect more data about the services it provides, the way staff work, the impact of policy decisions. Thus, Council and the Town's leadership, management and staff will use data to make decisions that help optimize resource use and reduce service delivery costs and complexity.

So, moving forward the Town should expect to

- Use data, analytics and dashboards to inform decision making and to help optimize our application of resources;
- Embed GIS / spatial understanding into all of the Town's processes.

Using Data to Optimize for Community Benefit

City Fire officials in London were determined to reduce residential fires in the City. They turn for help to data collected over the years on residential fires. Spatial analysis identifies a number of hot spots in the City with a higher propensity for residential fires. The combination of this insight with data about the type, severity and cause of fires and other demographic and socio-economic data, allows Fire officials to identify important characteristics of fires in these hot spots – such as unattended cooking and smoking. This information helps the Fire department target its resources more effectively – with concentrated communications and advertising, fire prevention education and inspections – the City achieves a 10% reduction in residential fires, significantly reducing loss of life and property in the City.

These are the five core areas of opportunity for the Town to pursue.

New bleeding edge and emerging technologies such as Augmented Reality (AR), Artificial Intelligence (AI) or Blockchain should at this time be avoided; instead the Town should focus on the foundations, upon getting the basics right – which means getting the right infrastructure, business solutions, mobile and digital capabilities in place.

3.2 An Effective Technology Delivery Model

Alongside these five areas of focus, the Town’s approach to managing technology should also be markedly different.

An agreed and shared set of principles, guidelines and frameworks will help leadership set priorities and directions. Council, leadership and workforce are committed to a shared set of business and service driven technology priorities – involving compromise and putting the corporate and customer benefit ahead of individual team needs.

3.2.1 Technology Delivery Model – “The Partnership”

A strong, well-functioning IT team that operates at the “Well-Managed” level (see Figure 6) is one of the aspects that is key to successfully implementing the solutions and capabilities laid out above. Establishing an IT team that has the resources and capability to meet this mandate is key to changing the siloed approach that predominates.

But, strong business leadership and partnership between IT and the business units is the true key to success, so building an environment in which business units and IT actively co-operate and collaborate will be central to the Town’s ability to change the story.

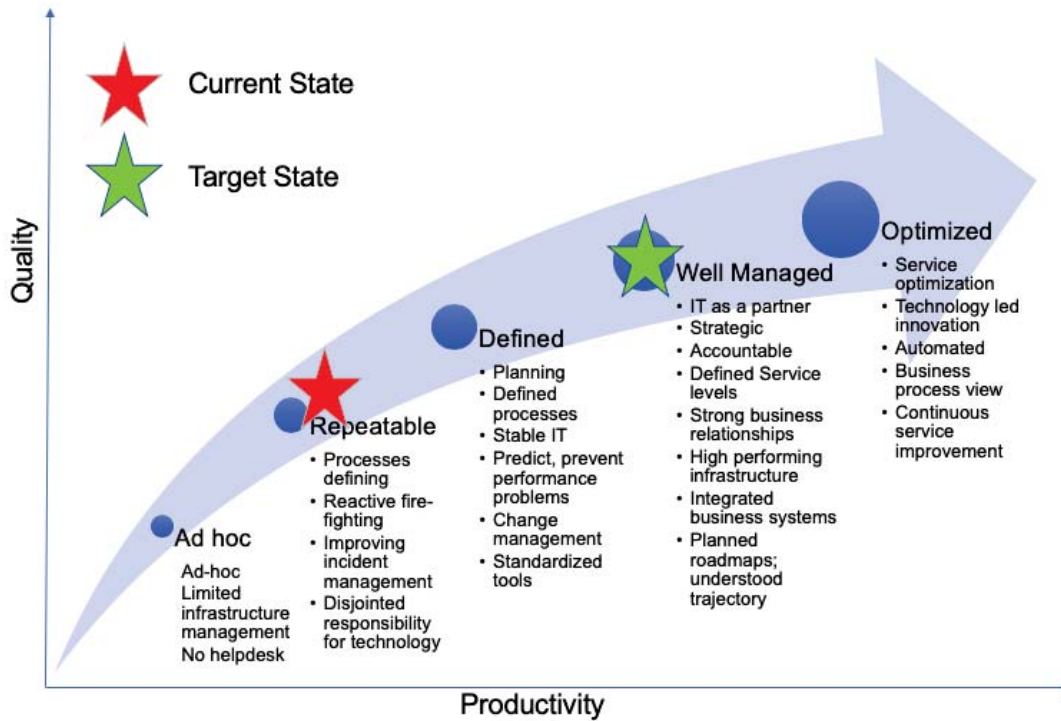


Figure 6: Target IT Service Level

In this envisioned future the IT team operates as a true strategic partner and advisor to business units, where strong business relationships between IT and business units have been established and nurtured.

These relationships are built upon a foundation of trust and confidence between business units and the IT team. To build that foundation, high performing, flexible, and secure infrastructure that meets the organizations needs is in place. The technology and Town’s policy environment and working practices support the modern, mobile and friction free collaboration environment envisioned, while maintaining the balance of security and risk mitigation.

Business leaders have a solid understanding of the importance of technology and how to leverage digital technologies to improve their business operations. Business leaders are responsible for leading technology assisted or driven business change and transformation within their business units, with responsibility and clear ownership of their own business processes – but they do so in active partnership with the IT team.

There is a clear understanding about roles and responsibilities and service expectations – who does what, and how it is done; but there is also a flexibility and willingness to work together, a confident way of operating that is less concerned about lines between teams and more focused on achieving the best outcomes.

There is a collaborative spirit within the organization working on technology, working to common goals that underpins the way teams work together. There is an excitement

Attachment #1

about the potential that technology offers and a confidence in the Town's ability to achieve those results.

This is the future that is envisioned for Aurora, and the direction in which the Technology Strategy must take the Town.

4. Mobilizing to Achieve the Vision

So, to achieve the envisioned future outlined in Section 3 and to successfully implement the major initiatives which will be discussed further in section 5, what changes in approach are needed at the Town? What strategies must the Town put in place?

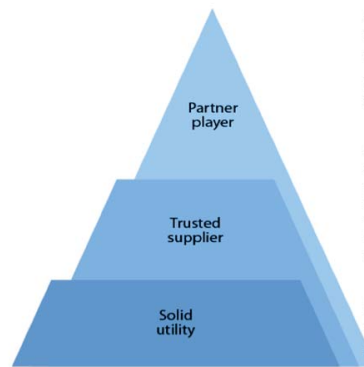
4.1 New IT: Establish a New IT Delivery Model – Better Together

First and foremost, the Town must establish a better model for delivering technology and technology enabled business change.

4.1.1 New Role and Mandate for the IT Division

As expressed in section 3, the goal should be for the town to establish an IT function that can perform at the Well-Managed level.

This means that the IT Division must transition from its current role at the periphery as a supporting service focused upon IT infrastructure to one that is a strong **Partner Player** (as illustrated in Figure 7).



IT is integral to how we do business: IT organization is expected to closely partner with the business to help identify, plan and deliver significant business transformation initiatives - plus be a trusted supplier.

IT delivers critical functionality and services: IT organization is expected to deliver application projects on time and on budget, based upon the operating units requirements and priorities - plus be a solid utility.

Keep the lights on: The IT organization is expected to provide cost effective-dial tone reliability with transparent costs.

Figure 7: IT Service Delivery Progression

The suggested new mandate for IT, which reflects the Town's vision, is to **lead the Town's effective and innovative use of technology to become a progressive municipality that delivers exceptional and modern digital services.**

Technology in this context includes technology infrastructure, business solutions, data and integrations, and customer facing digital solutions and services.

The IT Division must become a group that is actively involved with business units in identifying and implementing ways to improve and transform their services, processes and operations to drive efficiency and customer service improvements.

Looking to the future, business solutions will be the key area of focus for the Town. Today, the IT Division has limited involvement in this space.

At the centre of the changes recommended within this strategy, is that the IT Division should be revitalized with a broader mandate. The Town must re-position the IT Division to become more actively involved in the selection of business solutions, and their implementation, evolution and support. Resources with expertise in business analysis,

business solutions management and project management should be added to the IT team to support this expanded remit.

4.1.2 Stronger IT Leadership

To support the new mandate, the IT Division needs to play a larger more prominent role in the organization.

First, it is recommended that the IT Manager, while continuing to report to the Corporate Services Director, become an active full-time member of ELT - ensuring that technology and digital is continuously well represented and an active part of the ongoing conversation at the leadership team about all strategic matters at the Town.

Secondly, the IT Manager needs to shift focus onto strategic technology matters and enabling and driving business transformation. A definition of roles and responsibilities that emphasizes the strategic nature of the IT Manager role has been identified. The scope of this role includes the following functions:

Role/Team	Functions		
Manager of IT	<ul style="list-style-type: none"> • IT strategy & planning • IT service management • IT financial management • IT Business Relationship Management 	<ul style="list-style-type: none"> • IT performance metrics • IT policy & standards • Risk & Compliance management • Vendor & contract management 	<ul style="list-style-type: none"> • Strategic communications • Corporate technology training & education

Figure 8: IT Manager Responsibilities

The expectation is for the Town’s IT leader to begin to operate as a strategic advisor to Council, the CAO and the Town’s leadership in matters of technology, acting in a CIO-like role, proactively identifying opportunities to use technology to improve the operation, efficiency and effectiveness of the Town, and helping business leaders successfully implement technology enabled change.

The role must provide strategic leadership and direction to the IT team, setting the strategic direction and priorities, challenging and mentoring staff to achieve key objectives, and building a collaborative and partnership approach to getting things done.

4.1.3 Three Teams in IT

In supporting the IT Manager, the shift to strategic focus, and the recommended broader mandate for the IT Division, it is recommended that the IT team establish a three-team structure.

This is intended to allow the Town to build an IT leadership team to support the IT Manager, allow for career development for staff and allow for succession planning at the management level. The Supervisors should ideally be able to hit the ground running with the necessary skills, technical and soft, to be able to manage different types of situations that arise between IT and the business.

Attachment #1

The proposed three teams within the IT Division align complementary functions together and address skills and capacity gaps. The recommended teams are:

- **Infrastructure and Service Desk:** focused upon helpdesk / support services and technology infrastructure (e.g. network, storage, devices) management;
- **Business Solutions, GIS and Data:** focused upon evolving and leveraging business solutions (e.g. Maximo, Vadim, CityView), GIS and data services in an integrated way to improve service delivery and drive business efficiencies;
- **Project Services:** focused upon helping business units consider and evaluate opportunities for technology-driven business improvement, the development of business cases and the project management of business-technology opportunities and supporting governance and the active management of the technology project portfolio¹.

The table below identifies in more detail the recommended functions that each group would be responsible for.

¹ The Project Services team would work closely with the Corporate PMO to support and operationalize corporate project management standards for the technology portfolio

Role/Team	Functions		
IT Project Services	<ul style="list-style-type: none"> Project management Portfolio management 	<ul style="list-style-type: none"> PM standards & templates Resource management 	<ul style="list-style-type: none"> Capacity management Portfolio reporting
Business Solutions, GIS, Data	Business Solutions <ul style="list-style-type: none"> Solutions planning & evolution Systems implementation Systems configuration Systems administration Systems support Applications security Enterprise applications SaaS solutions Solutions development 	GIS <ul style="list-style-type: none"> GIS architecture GIS technology design GIS technology architecture GIS operations GIS support GIS data analytics Web <ul style="list-style-type: none"> Web/digital/app architecture Web & digital solution development Web CMS administration/integration 	Data <ul style="list-style-type: none"> Database management Data governance program leadership Data architecture Data standards Data quality Business Intelligence framework Business Intelligence solutions delivery Data warehouse management Master data management Data reporting
Infrastructure and Service Desk	Service Desk <ul style="list-style-type: none"> 1st level technical support Knowledge base management User account management (AD, systems) Productivity software support Device management & support Software access provision Software package development Mobility support Asset management License management Inventory Procurement A/V support Service catalogue Operational communications 	Infrastructure <ul style="list-style-type: none"> 2nd and 3rd level technical support Network (WAN, LAN, Wi-Fi) planning, maintenance and support Telephony, mail, messaging, unified communications File and print infrastructure Computing services, remote access Data Centre & infrastructure management, including patch management Infrastructure lifecycle and capacity planning Info security operations (firewall, IPS, a/v, malware, spam) Backup and restore management DR operation Service / performance monitoring Windows Deployment Service (packaging for deployment) 	Security/Risk <ul style="list-style-type: none"> Risk Management program (execution) Security program (execution) DR & Business Continuity program

Figure 9: IT Division - Team Functional Responsibilities

4.1.4 Centralize Key Technology Resources

For some time at the Town there has been a debate about how to resource technology; should technology resources be embedded into business units or should they be based in IT?

Without a formal model in place at the Town, an ad-hoc approach has led to a number of technology resources operating outside of the IT Division - that we recommend going forward should be part of IT.

Unequivocally, this strategy recommends that a more centralized approach to IT resourcing is the most effective, efficient and right approach for an organization the size of Aurora.

Simply put, with the limited number of resources that Aurora can allocate to technology, having them working together adds more value than separation can. Furthermore, the current resource distribution we see at the Town is a response to dissatisfaction with core services – not a designed or optimal model. We recommend that the Town should treat the root cause (improving core IT services), not address the symptom (by adding to the distribution of technology resources).

Thus, adoption of the ‘new model for IT’ should involve a redistribution of IT functions and roles that are currently managed outside of IT (e.g. GIS, Business Solutions management) into the IT Division, which will, we believe, greatly enhance the chances of success for the IT Strategic Plan.

Bringing these services and staff into IT brings with it a number of benefits, including:

- Immediately establishes a strong business solutions team, with good experience of implementing integrated solutions;
- Enables staff currently outside of IT to be provided with the permissions and privileges to perform required functions;
- Creates improved collaboration between existing teams creating opportunities for innovation and integration;
- Allows for the alignment of GIS and Data Management activities (an emerging trend in the industry).

Furthermore, it represents a great opportunity to those team members joining IT, in that they can influence and shape the future direction of the Business Solutions team.

4.1.5 Fill Resource Gaps in the IT Division – Solutions Analysts

As noted in the current state assessment (Section 3), the Town has no dedicated Solutions specialists or Analysts in the IT Division.

The Town clearly has a significant number of projects ahead, many of which are in the business solutions domain. Each of these projects require Solutions Analyst resources to support systems configuration during the project, and for support after solution implementation. Thus, the addition of Solutions Analysts staged over the next few years is recommended. This will allow the Town to manage business solutions effectively and provide support for new features, reporting and other capabilities.

4.1.6 IT Organization Changes

A number of changes are recommended to existing IT roles, the creation of new roles and the move of existing roles from other parts of the organization. Figure 10 identifies the recommended changes.

Year	Organizational Change	Budget Impact
2020	<ul style="list-style-type: none"> • Repurpose Service Desk supervisor to Supervisor Infrastructure Service Desk • Create new Supervisor Business Solutions • Create new Supervisor Project Services • Move GIS, WAMS roles into IT Division • Changes to existing IT Division roles to align with proposed structure (e.g. Service Desk Analyst, Infrastructure Analyst, PM/BA, conversion of BSA role to Infrastructure Analyst) 	<ul style="list-style-type: none"> • No budget impacts • c/f 2019 budget requests² • No budget impacts • TBC
2021	<ul style="list-style-type: none"> • Add one Solutions Analyst • Add one Solutions Analyst 	<ul style="list-style-type: none"> • 100k
2022	<ul style="list-style-type: none"> • Add one Solutions Analyst or Business Analyst 	<ul style="list-style-type: none"> • 100k
2023	To be determined after mid-point review of resource requirements	TBD

Figure 10: IT Organization Changes

The changes noted above translate into the following target IT organization structure shown in Figure 11. This shows a target organization for 2022.

² A small budget uplift may be required, positions requested in budget were not supervisor positions.

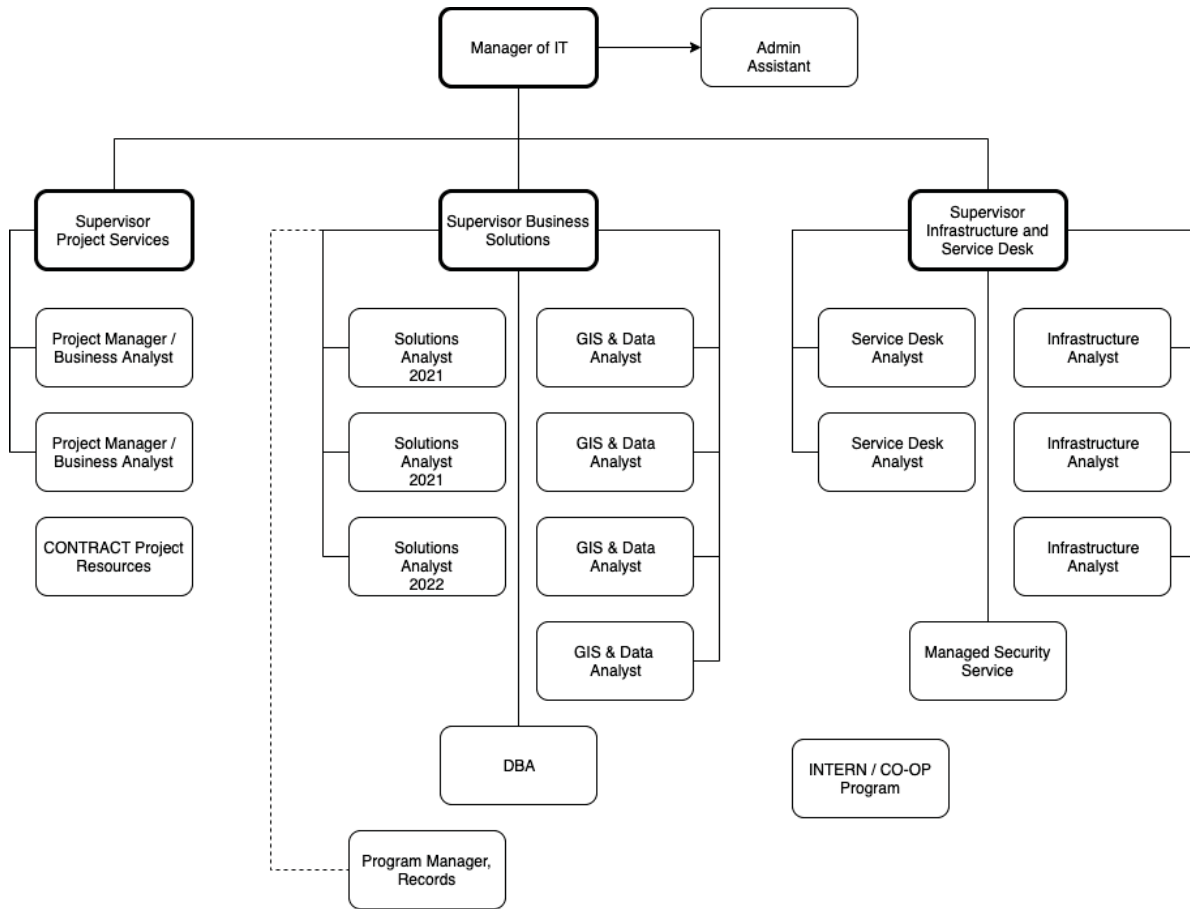


Figure 11: Target IT Organization Structure

4.1.7 Resource Augmentation and External Expertise

The reality of modern IT, particularly with small municipal teams, is that maintaining the necessary skills and capacity to plan, implement and manage all the Town’s increasingly complex technical environment and burgeoning project demands in-house is impractical. To do so would mean hiring an unfeasible number of additional IT staff.

Smart IT organizations approach this challenge by relying on a team of in-house IT staff with strong internal connections and understanding of the organization’s business needs (business partners), who in turn work with a network of trusted partners, vendors and solution providers to deliver the required services.

Similar to the way that the Town approaches road building and road maintenance; relying on construction firms with road building expertise - the emphasis is on "getting projects done", or “project throughput” rather than on IT staff necessarily implementing the technology themselves.

This is a hybrid model of IT service delivery, that combines internal IT and business skills with market-based expertise and services. Ultimately it means that the IT Division, the IT Manager and Supervisors begin to work as coordinators or orchestrators of

Technology service delivery – which will be executed by a combination of internal staff and external providers.

The Town's goal is to increase speed, agility and project throughput by using the right mix of resources and skills for the job at hand. Several approaches are common in municipalities for augmenting internal IT resources, including:

Capital Funding Contract Staff Positions

Projects are proven to be successful when staff can be dedicated to the project – not working off the side of their desk. To achieve this level of dedicated attention to projects municipalities commonly use contracting for short term staff (1 or 2-year contracts). Costs for staffing contracts are 'bundled' into the total capital cost of the project. Thus, when projects are approved the appropriate staffing to execute the project is also approved.

Contract staff may be used directly on the project but are more typically hired to backfill IT or subject matter experts in business units, freeing up internal staff to work on projects. This allows the Town to retain the accrued project learning and expertise, and to offer development opportunities to internal staff. It is recommended that the Town pursue this strategy.

Vendor of Record (VOR) – IT Resources on-Demand

Because of the regular need to bring in additional IT and subject matter business resources to support project activity, numerous municipalities (e.g. Richmond Hill, Guelph, Mississauga, Halton Hills) have embraced a "Roster" or "Vendor of Record" (VOR) model. In this approach, the Town would have an arrangement with one or more firms that can supply experienced Project Manager, Business Analysts, network or security specialists, GIS experts and other technical resources to the Town, on-demand at pre-set rates.

Funding for VOR resources are then included as part of a project capital request and this can enable the Town to quickly ramp up resources to lead major projects such as ERP, Work Management or CRM. This can be provided as an option to a business unit that wants to accelerate a project and has funding available to leverage external resources to aid this acceleration.

Service Providers: Out-Task Some IT Services

While wholesale IT out-sourcing is extremely uncommon in the municipal sector due in part to the complexity of municipal business, the Town should adopt selective out-tasking as a strategy to augment internal resources – reducing the need to add new IT staff – particularly in the infrastructure area where services are more commoditized.

The IT Division should be the orchestrator of IT service provision, matching the needs of the organization to service delivery – either provided internally by IT staff or by 3rd party

expertise. Who provides the service, should be transparent to Town management and staff.

It has been initially recommended that the Town out-task security operations. We would suggest that other options be considered in due course.

Use External Expertise to Plan, Design and Set Strategies

Setting strategies before tackling projects is critically important to successful outcomes (measure twice, cut once). Fully exploring possibilities before diving in is essential. In this area, there is clear value in engaging experts in the right measure, at the right time. Consultants with deep domain experience and with experience in developing strategy and implementing solutions can help to guide the Town in developing plans that properly leverage systems' capabilities to address business challenges. The Strategy recommends several budget allocations to engage consulting resources to do just this.

Leverage Co-Op and Intern Programs

Another method that municipalities frequently use to expand capacity to deliver, and to inject new ideas into the organization is through co-op and intern programs. The Town has 'dabbled' in a co-op placement in the client services area previously and should consider this approach in all areas of IT. Co-op and intern programs in Client services, Business Solutions, GIS and Data, and digital domains are areas that could be particularly suited to this approach.

4.1.8 Importance of Agile, Multidisciplinary Teams

It is important to remember that projects, initiatives and solutions are developed and delivered by teams – not by Steering Committees. Thus, it is important that the Town build effective product and project teams that combine business subject matter experts, project management, business analysis, and technical expertise, alongside frontline users of systems to support the execution of projects and product enhancements.

Co-locating teams and ensuring that teams meet frequently (daily huddles, retrospectives) are demonstrated to improve team cohesion and project outcomes.

More modern 'Agile' approaches to project management are also being used effectively by many organizations including municipalities to speed delivery and improve project outcomes³.

Agile

Agile is an iterative approach to project management and solution development that helps teams deliver value faster and with fewer headaches. Instead of going all in on a big bang launch, agile teams deliver work in small, but usable, increments.

³ <https://www.pmi.org/learning/library/apply-agile-methodology-nonsoftware-enterprise-projects-9273>

Requirements, plans, and results are evaluated continuously, so teams have a natural mechanism for rapid response to change.

We would encourage the Town to incorporate Agile techniques into its project management toolkit (working with the corporate PMO) and use these to inform the way it approaches projects. Specifically, applying the minimum viable product approach, using an iterative solution delivery approach – breaking larger deliverables into shorter sprints, actively involving the user, showing concepts not explaining concepts, and co-locating project teams are key factors that the Town should be utilizing.

Some projects are well suited to Waterfall approaches, while others are well suited to Agile approaches.

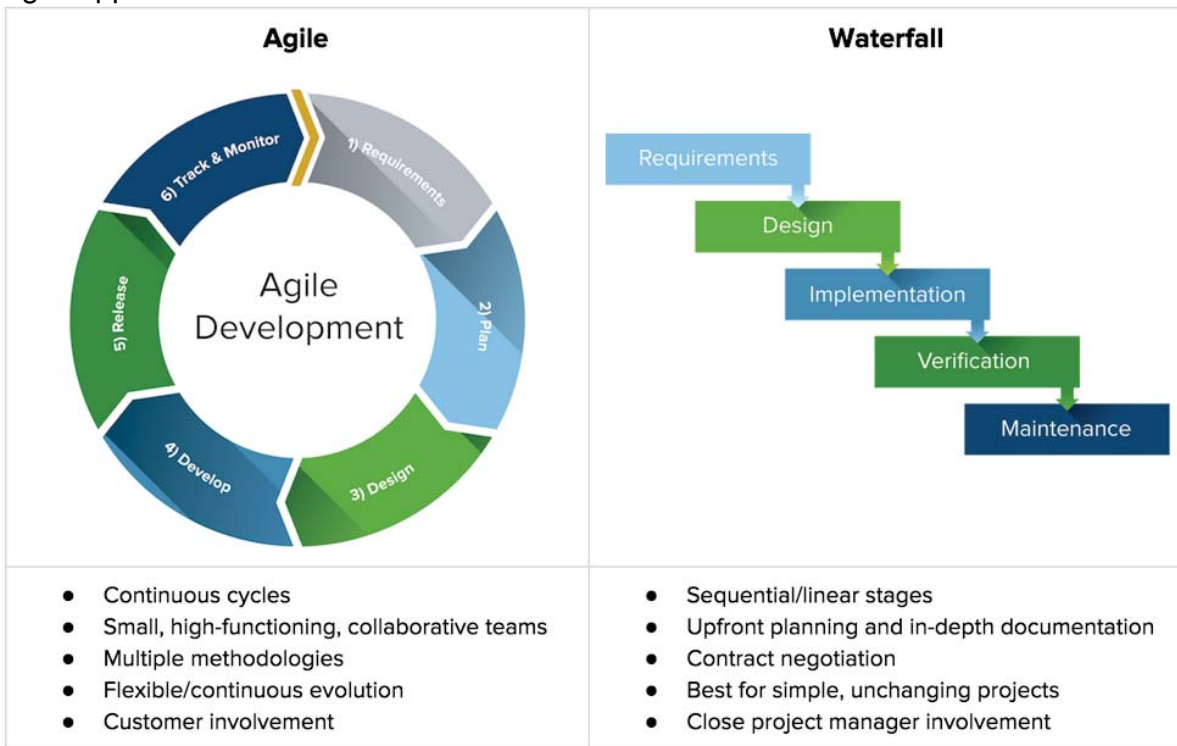


Figure 12: Contrasting Agile and Waterfall Methodologies

The IT Projects Supervisor (working with the corporate PMO) should play a lead role in establishing the methodologies applied, training teams and team members, and assisting management and staff in applying the methodologies consistently to manage projects.

4.2 Clearly Defined Business Unit Responsibilities

While we have, in this section, focused first on establishing the New IT model, the role of Directors, Managers and staff in Business Units is equally important to success.

4.2.1 Increased Business Leadership Tech Savvy

To become a more tech savvy municipality that appropriately leverages technology, the current and future leaders of the Town need to understand technology, the potential of digital and how to successfully implement technology and digital enabled change.

This does not mean that leadership must understand at a technical level the details of the technologies, it also doesn't mean "*being good with computers*"; more that they have a good conceptual understanding about what it means to be a digital organization, and how to be successful implementing digital and technology driven change and capabilities.

A digital/technology education program should be instituted at the Town to help leaders and managers fully understand and embrace the potential of technology.

4.2.2 Business Leadership for Business Transformation

While the IT Manager and Division is responsible for helping business unit's implement technology driven change; technology and digital thinking needs to be at the heart of business strategies for each business leader - technology cannot be an afterthought or an add-on, it must be central to the achievement of business outcomes.

Furthermore, moving from paper-based to digitized processes involves persistent organizational as well as technological change for each business unit and for IT. Such change is a genuine transformation – work practices and processes change, interactions with customers change, job roles and expectations change as a result of the implementation. Active leadership from business leaders and managers is critical to the success. Leading from the front and leading by doing are key. Leaders shouldn't ask staff to use systems, if they are unwilling to use the systems themselves.

When working on initiatives across multi-disciplinary teams, it can be difficult to know who is accountable. Apple uses the term "**Directly Responsible Individual**" (DRI) to refer to the one person with whom the buck stops on any given project, task or activity. The Town can borrow this concept and terminology in technology program.

Every project should be assigned a DRI who is ultimately accountable for the success of that project. So, for the implementation of the corporate HR system, while there are numerous stakeholders throughout the organization, the DRI is indisputably the HR Manager. Note that success of that initiative should not be measured simply by the completion of the project or implementation of the solution, it is the achievement of the desired business outcomes – reduced number of payroll errors, reduced time spent processing timesheets, ability to easily and quickly generate workforce metrics (headcount, vacancy rates, etc.) - that must be identified before the project starts.

The Directly Responsible Individual is responsible for providing the vision and leadership for the project. The DRI has a very active/proactive role to play - not as a figurehead sponsor of a project, but as someone that is guiding and evangelizing the

realization of the business capabilities as well as eliminating the barriers that impede their achievement.

4.2.3 Business Unit Roles and Responsibilities

Of course, while the IT Division responsibilities have been defined, business unit roles and responsibilities have also been more clearly defined as shown in Figure 13 below.

Role/Team	Functions		
Business Units	<ul style="list-style-type: none"> Business vision Project accountability, leadership and resourcing Business process ownership, design and re-design Leading adoption, training and change management programs Systems power users and SME's Understanding of systems capabilities (and developing capabilities) 	<ul style="list-style-type: none"> Aligning solutions to business needs Data stewardship, data management and data editing activities Simple solution configuration & end-user work flow configuration Data analysis, analytics and reporting GIS exploitation / utilization Participation in vendor relationship management in partnership with IT 	<ul style="list-style-type: none"> Coding & software development, IT infrastructure procurement and management should not as a rule occur in departments

Figure 13: Business Unit Roles and Responsibilities

Business vision and leadership, alongside project accountability have been discussed in earlier sections.

The key additional points here are:

- Ownership of business processes;
- Responsibility of the business unit for training;
- Responsibility of the business unit for successful adoption of new business-technologies;
- Staff and teams in business units will and should be actively involved in advancing solutions and products in use in their areas;
- Self-service for staff in terms of managing and editing data, creating and running reports, visualizing and analysing data.

It is also important to note that as part of the centralization of IT resources, there are some activities that are anticipated to only happen within the IT Division – including software development and technology infrastructure procurement.

4.2.4 Web and Digital Roles and Responsibilities

In addition to these general recommendations about roles and responsibilities, in the web and digital space there are specific recommendations.

The Communications team will lead work around the web strategy, the (hosted) web platform, branding, look and feel, information architecture, web content governance, and social media management.

Role/Team	Functions
Web & Digital (Business Side)	<ul style="list-style-type: none"> • Web strategy • User research • UX standards/design • Web CMS use / operation • Web content governance • Web content creation / posting / editing

Figure 14: Communications Roles and Responsibilities

The IT Division should retain technical responsibility for domain management and thus the Communications team should actively work with the IT Division – the importance of business solutions integration for the delivery of end-to-end digital services for instance, highlights the importance of this working relationship.

Given the importance of integration between Customer Service (Access Aurora), Customer Experience (Corporate Services), IT and Digital Services (Communications) and that different groups are leading in each area it is recommended that a Web and Digital Steering Committee be struck to coordinate and align activities in this domain.

4.2.5 Digital Savvy Network

While we have focused on the IT team, there are many staff at the Town, outside of IT, who are digital and tech savvy – people who have grown up with or who have grown comfortable using and working with technology, and thus are constantly looking for ways to apply technology to their day-to-day work.

The Town should harness this energy, enthusiasm and knowledge by establishing (on a volunteer basis) a Digital Savvy Network of staff. This will be an informal and fluid group but will be an important contributor to pushing the IT Division to adopt new technology faster and will be actively involved in identifying new technologies. The Town’s IT and business leaders should get into the habit of asking: “What does the DSN think about this idea?”, “Have the DSN been involved in testing this idea?”.

The goal is that this group of tech savvy people should become the IT Division’s best friends and the IT team should actively cultivate their relationship with them.

The IT Division will work with this group to:

- Introduce and (beta) test new solutions and capabilities with the group, before broader rollout;
- Seek feedback on IT services and solutions to identify opportunities to improve the quality and experience of those services for tech savvy and all staff groups;
- Encourage (online and offline) discussion amongst the group on new service ideas, opportunities and needs;
- Encourage them to evangelize new products and services with their peers in departments.

4.3 A Revitalized IT Governance Model

IT Governance is intended to ensure that IT activities align with corporate goals and objectives, that there is visibility into IT workloads and progress, and that services are meeting expectations. The governance model should reinforce principles of collaboration, open-ness and transparency and collective decision making.

The Town has been operating an Executive IT Steering Committee made up of ELT members, but in recent years this has not been seen as effective. However, with a shift to a more centralized IT model and with the intent to drive a significant transformation of IT at the Town, the importance of effective IT governance increases.

Thus, it is recommended that the Town persevere with a revised Information and Technology governance model designed to engage the right people at the right level, promote collaboration and consensus building and ensure that technology activities are aligned.

The table below identifies the recommended governance groups that should be put in place at the Town. These groups will be responsible for strategic planning and direction, standards and policies. This governance model will facilitate implementing and using technology in a holistic manner across the organization.

Body	Overview	Suggested Membership	Functions
ELT	For IT-related items, this group is responsible for overall direction and high-level monitoring of IT activities across the whole organization.	CAO, Directors, Comm, HR, Legal, Clerk Manager of IT	<ul style="list-style-type: none"> • Quarterly dedicated meetings • Review IT Portfolio • Address key technology decisions • Review Strategic and Operational KPIs • Prioritize or Reprioritize Technology Initiatives
Information & Technology Governance Group (ITTG)	Manager level group. This group is delegated authority from ELT for corporate leadership of technology decision making regarding strategic directions, identifying and recommending investment priorities to ELT, policy and approval of corporate IT architectures and standards.	Two (2) members of ELT (for continuity), select Managers from Business Units, Manager of IT	<ul style="list-style-type: none"> • Investment priorities • Strategic direction for technologies • Approval of Technology Standards • Information Security Standards

Body	Overview	Suggested Membership	Functions
Technology Standards Team (Virtual Team)	Responsible for defining, developing, and recommending technical and architectural standards to IT Management and the Information and Technology Governance	IT Leads, Technology-knowledgeable Business Unit staff	<ul style="list-style-type: none"> • Technology standards • Architecture Standards • Technology Roadmaps • Web Standards • GIS Standards • InfoSec standards
Steering / Program Committees (e.g. CityView, Maximo, GIS, HR/Finance, Information Management)	Strategic working groups responsible for setting strategy and direction for individual major systems and/or platforms	Dependent upon the system and/or platform	<ul style="list-style-type: none"> • Strategies • Work Plans • Alignment of projects within a system/platform
Project Teams	Formed and disbanded as needed to deliver business-technology projects.	Sponsor, Project Manager, Business Analyst, Technology Lead, and Business Side Subject Matter Experts	<ul style="list-style-type: none"> • Project tasks to ensure delivery • Project monitoring • Project Status reports

Figure 15: Governance Model - Body Functions

A full description of the proposed governance model has been supplied separately to the Town.

4.3.1 Updated Policies and Procedures

To support the direction setting, a policy framework that guides decision making and technology is important. While policy is designed to set out the rules, it also makes it simpler to make decisions because important decisions are codified in policy.

A comprehensive IT policy framework addresses the following topic areas:

1. IT Governance, Risk and Compliance;
2. Project and Change Management;
3. IT Procurement;
4. Service Availability – disaster recovery (DR), business continuity (BC);

5. Acceptable Use – an email usage policy or computer usage policy;
6. Information Security – focus on managing and protecting and preserving information (including personal information) belonging to the organization, which is generated by those employees in the course and scope of their employment;
7. Information Management – focus on managing data, records and information such as its retention and destruction.

Although the Town has some policies in place, it is recommended that a review of all existing IT policies be performed, with the support of the IT Governance Committee, to align with the reframed approach to technology.

Specific policy gaps must be addressed in the immediate term, with particular attention in the areas of Acceptable Use, IT Security, and IT Governance policies. Given the growing adoption of Cloud based solutions, a Cloud policy should also be developed.

New policy work should be developed through multi-disciplinary project teams collaboratively preparing material – which will be brought forward through the governance groups before being approved at ELT or Council as required.

4.3.2 Project Identification and Intake

Following existing IT and corporate PMO practices, it is recommended that the Town continue with the existing Project Portfolio Management approach to selecting and managing technology initiatives.

The key change is to ensure that ALL Town technology and digital activities (including Web, Digital, GIS, Business Solutions, Technology Infrastructure, Smart City) become subject to IT Governance.

The IT Division (IT Manager and IT Project Services Supervisor) will work with the ITGG to coordinate the intake, evaluation and selection of technology projects and initiatives.

The Integrated Business Planning process that the Town is currently working on should significantly help with coordination and alignment of work and workload.

It is recommended that business-technology projects should not be budgeted directly in departmental budgets, without approval and direction of ITGG or ELT.

4.4 A New Approach to Information Security

As municipalities across the globe and in the GTA become subject to security attacks on a more frequent basis, the security threat to the Town is of growing concern and must be taken extremely seriously.



Figure 16: CBC Story about Municipal Cyber Attack

Meanwhile, Information Security at the Town is and has been a key point of contention for some time. The Town's security posture, as defined by the IT Division, focuses heavily in a handful of specific areas and protections, while neglecting other important areas. Realistically, the Town has too little capacity and time to apply to effective IT security.

In too many situations staff work around strict security controls – undermining their effectiveness. A more effective approach that balances education, and controls with usability is needed.

This would involve a risk management approach to security, where an appropriate partnership of stakeholders assesses the risk of their systems and data, and with the help of IT, implements mitigations to reduce the risks of exposure or breach.

It is recommended that the Supervisor of Infrastructure and Service Desk take responsibility for the Town's security strategy and approach. Moving forward, in order to secure sufficient capacity and expertise it is recommended that the Town work with a third-party managed service to establish a suitable security management framework and provide ongoing security services and advice.

4.5 Improvements to IT Services and IT Service Management

IT Service Management (ITSM) is a term used to refer to the way that IT organizations manage and deliver their IT services. It encompasses the processes and procedures that the IT Division applies to its work to ensure that they are delivered in an efficient, effective and repeatable manner.

A number of industry best practices (the best known and most widely applied is ITIL) have emerged that prescribe methods of service delivery that are widely acknowledged to result in high quality IT services.

While the IT Division has implemented a small subset of ITSM best practice processes (e.g. helpdesk / service request process), the adoption of a number of additional best practice processes and procedures are recommended.

4.5.1 IT Service Management Tools

Track-It! is the Town's current IT service desk management platform. The potential of using Track-It! has not been fulfilled at the Town, and there is an opportunity to utilize this set of tools to improve IT Service Management. A plan should be developed within IT, by the Supervisor of Infrastructure and Service Delivery to expand and ensure consistency in the use of Track-It! across all of the Town's IT Service Management processes.

4.5.2 Incident and Problem Management Processes

Formalized Incident and Problem Management processes should be defined, documented and introduced. Incident Management comes into play when a significant issue happens, causing downtime or disruption to a key service. Problem Management is performed when repeated instances of the same issue occur over a period of time.

4.5.3 Change Management

A set of Change Control and Management processes should be introduced. Currently, significant changes are made to infrastructure and systems without a formal approval process, no notification to clients and no centralized log of changes to help with troubleshooting – should a change introduce a problem.

A full Change Management system should be put in place, with the following basic steps followed:

- Change Control Board to be formed;
- A change window should be established (e.g. Wednesdays, 8 – 11 PM);
- Change Request submitted to Change Control Board;
- Change Control Board approves (or rejects);
- Change is logged;
- Change is tested in test environment;
- Notification is sent to organization or affected clients;
- Change is implemented and tested in production.

4.5.4 IT Asset Management

While the Help Desk team use the existing ITSM tool (Track-IT!) to manage assets such as PCs and mobile phones, network equipment (servers, switches, etc.) are managed separately. IT Asset Management (inventory and processes) should be consolidated into a single Asset Management solution to provide management with a holistic view of the entire environment.

4.5.5 Knowledge Management

An effective knowledge base can drastically cut service desk ticket volume. The Town's Service Desk will not know the answer to every question that users ask, so it's important to have a place to look first for answers. If the answer is not in the knowledge base, they can add it once they've found the solution or workaround. Once they do, they've saved some time for co-workers when that question comes up in the future. For these reasons,

Attachment #1

knowledge management is an ITSM best practice that is essential for the Town to embrace.

In addition to general knowledge for the user community, the Town's Service Desk should centralize the technical knowledge base using ITIL best practices. The current situation includes documents stored in disparate systems with no consistent format. This could make it difficult for IT staff to locate a valuable piece of technical information whilst dealing with an incident.

5. Major Technology Projects

What are the major technology projects that must be tackled to achieve our vision of success? The projects identified are laid out in the order of the layers of the MTA, from the bottom up: 1) Infrastructure, 2) Business Solutions, 3) Integration and Data and 4) Customer Facing.

A detailed workplan in Section 6 maps out the recommended sequencing and suggested timing of these initiatives.

5.1 Infrastructure Projects

The following projects are identified in order of priority.

Asset Lifecycle Maintenance

Just like any other asset the Town owns; roads bridges, and facilities, IT assets must be maintained, upgraded and replaced. PC's, tablets, phones, network equipment, servers and storage have a lifecycle and must be regularly replaced. Neglecting this lifecycle work results in technical debt which hampers the Town's ability to be nimble and responsive. Thus, significant effort each year is and should be applied to maintaining existing infrastructure.

Office 365

It is recommended that the Town evaluate the move to Office 365 – Microsoft's cloud-based office system. Office 365 capabilities including broader access to Office products (staff can install on various devices, including tablets and phones) as well as OneDrive, SharePoint, and Microsoft Teams and other collaboration capabilities should also be considered.

In the short term, it is recommended a series of pilot projects be pursued to test and evaluate the capabilities – this is perfect opportunity for the IT team to work with the Digital Savvy Network.

In the longer term, such a migration is undeniably a significant effort and in order to determine the optimum approach for the organization, a formal planning and cost/benefit analysis should be performed by a qualified third-party with the following deliverables:

- The service provides an independent assessment of the Town's readiness and options for Office 365 adoption;
- Comprehensive discovery and requirements analysis to determine business needs/drivers;
- Assessment of existing IT architecture, applications and workloads;
- Roadmap must include an integration plan with the Town's infrastructure and supporting services;

- Engagement should be delivered by experienced, certified Office 365 consultants.

Cloud Policy and Review Framework, Readiness Assessment and Strategy

The Town is increasingly adopting and using cloud-based services for technology.

This is an industry paradigm that has gained steam in recent years, to the point where it is becoming increasingly difficult in some areas (e.g. HR systems) to find vendors that provide on-premise solutions. Many municipalities have moved to the cloud for email services (Office365, G-Suite), or are in the planning stages.

It is recommended that the Town pursue cloud solutions as a strategic direction.

Thus, in the short term the Town will need to establish a clear policy and framework for assessing that cloud solutions meet the Town's security and privacy, resiliency and continuity requirements.

In the medium term a Cloud Readiness assessment should be performed to identify workloads and services that are considered to be good candidates for cloud migration, and a roadmap for their migration.

Information Security Strategy

Once the Supervisor Infrastructure and Service Desk is hired, the Town should engage a third-party security expert to assist with the development of a security strategy and framework that acts as the launch-pad for an updated security program. It is recommended that the Town consider a plan for the out-tasking of ongoing security operations.

At a minimum, a continuously optimized security program should address:

- Security Posture Assessment Scores (CMMI Rating Scales for current & target);
- Security Remediation Action Items based on Capacity, Budget and Risk Priorities;
- Security Ecosystem Map;
- Security Remediation Roadmaps;
- Vulnerability Assessment Reporting.
 - Technical Vulnerability Assessments
 - Sensitive Data Assessments
 - Social Engineering Vulnerability Assessments

Mobility Strategy

Mobile working is a major opportunity for the Town – and a consistent approach, rather than one off solutions for each business unit is required. There are already a number of good examples of mobile working – in Building and Animal Services for instance.

Success in mobility is dependent upon various aspects, including:

- Requirements - informed by frontline staff, the real users of the systems (not managers as proxy);
- Business processes - clear, well understood business processes, journey mapped and re-designed for a mobile enabled workforce;
- Business Solutions - solutions designed to be used in the field, by mobile workers, enabling digital, real-time workflows, access to information needed;
- Connectivity - reliable connectivity (either always-on, or sync and go connectivity);
- Security - realistic, easy to use ability to have a secure, reliable connection (e.g. robust mobile-VPN, single sign on);
- Devices - suitable devices to work in the environments staff are actually working in (e.g. temp ranges, glove-wearing, sun-glare, battery life, usability, business solutions available on the platform);
- Support - defined model for mobile support (e.g. spares for swap out, availability when support is needed - early morning);
- Management - commitment to effective change management;
- Education and training - building capabilities;
- Compliance - monitoring and assistance from management to ensure that team members are using the solutions as designed;
- Enforcement - business management must hold staff accountable for using the solutions.

In the short term, the IT Division will work with current and prospective users of mobile working solutions to assess the current usability of mobile solutions, identify short- and long-term actions that provide a clear suite of available solution options for mobile working.

Remote Access

Extending the day by catching up in the evening, working on a report that needs focused attention, working from a partner's office or working in Starbucks® are all common occurrences. Increasingly staff are seeking more flexible working arrangements and the Town's technology should support these.

The IT Division has implemented remote working solutions (VPN), and over 90 staff have the capability – but there are some frustrations with the service.

In the short term, the IT Division will work with users of current remote access services to review the usability of existing remote and mobile working experiences and determine what short and long-term actions are required to improve those user experiences.

Business Continuity/DR Strategy

Before any further investments are made in technology within the JOC datacenter, the Town needs to develop a formal Business Continuity/DR strategy. The Supervisor of Infrastructure and Service Desk should coordinate this work. This process will start with corporate-wide business impact analysis', risk assessments that identify threats and vulnerabilities, and a Crisis Management strategy. The outputs from these activities will

include recovery time objects for all business services and the technology they depend on.

The strategy needs to include the following activities:

- Business Impact Analysis (BIA):
 - This process should capture all departmental services/process with formalized recovery time objectives and recovery point objectives;
 - Upstream/downstream dependencies;
 - IT service catalogue dependencies (e.g. applications);
 - Third-party cloud providers (required to meet RTO).
- Risk Assessment:
 - Evaluate the BIA assumptions using various threat scenarios;
 - Analyze threats based upon the impact to the Town;
 - Prioritize potential business disruptions based upon their severity, which is determined by their impact on operations and the probability of occurrence;
 - Perform a "gap analysis" that compares the existing BCP to the policies and procedures that should be implemented based on prioritized disruptions identified and their resulting impact on the institution.
- Develop a Disaster Recovery Strategy:
 - Use output from BIA and Risk Assessment;
 - Identity critical assets;
 - List possible disaster scenarios;
 - Develop a technical plan to protect systems and data.

Data Assessment, Archiving Plan and SAN Replacement

The Town's data storage volumes continue to grow exponentially, adding cost and complexity to the technology environment. It is recommended that the Town undertake a data assessment to determine the state of its storage, and to identify a recommended future-looking data storage strategy that takes advantage of tiering and cloud services.

One of the largest impact activities in this area is to implement an archiving solution that removes stale data from servers and moves the data to cheaper storage options. Typically, without a clear strategy, over 70% of data stored on file shares has not been accessed for over 3 years. Archiving moves the files offline to a cheaper storage option, but in a transparent way to the user – so it looks like the file is still in the same place it has always been. This has significant benefits for the management of backups and disaster recovery capabilities.

Telephony / Unified Communications

The current Avaya VOIP solution is problematic and should be replaced. However, simply moving to a new Avaya system may not be the best answer to this issue. Before any decision is made on a replacement solution, a full Telephony and Unified Communications Assessment should be performed.

This assessment should look at options outside Avaya, including cloud-based options, and consider the impacts of the Town's Office 365 strategy.

5.2 Business Solution Projects

As noted throughout this report, the Town has much work ahead on its business solutions platforms – and that will be the foundation for customer facing digital services, increased knowledge and analytics about service delivery and an expansion of mobile working.

The initiatives are presented in priority order.

Corporate Workforce / HR Management System

One of the Town's most important assets are its staff; they also represent one of the largest costs, so effectively managing the workforce from onboarding to retirement using digital processes rather than paper-based employee files is critical. The Town's current employee records are largely paper based and HR processes such as recruitment and training tracking must be modernized.

Note that this solution is a corporate wide solution, not simply a "system for HR", and thus must meet the needs of the whole organization (leadership, management, staff (part time, full time)).

The Town is currently in the procurement phase for a new Workforce Management System. The initial implementation of the solution will address the following needs and capabilities for the Town.

- Employee records;
- Time and attendance;
- Staff scheduling;
- Applicant Tracking and online recruiting;
- Learning Management.

We recommend that consideration be given to historic data digitization, and the need to load prior employment history and records into the system, prior to go-live.

Additional features and capabilities will be implemented in due course over the coming years. Features such as;

- Succession planning;
- People metrics and analytics;
- Licence tracking;
- Performance management;
- Absence management;
- Employee Self Service;
- Health and Safety.

Permits, Planning and Land System (CityView)

The Town has used CityView for planning, permitting and licensing for many years – primarily in building services. CityView is a reasonable solution that is used broadly across the municipal sector; and one that can support new processes and services in planning, building and engineering.

Aligned with plans to enhance development and building services at the Town, a series of enhancements to CityView are planned, including:

- Implementation of electronic plans review / markup;
- Electronic plans submission;
- Online building permit applications and tracking;
- Online inspection booking;
- A comprehensive review of the planning process and associated redesign of CityView planning processes to support a revised 'digital-first' designed set of planning processes;
- Planning online services;
- Engineering process integration into CityView.

Asset and Work Management Systems (Maximo)

The Town has, over the last decade, invested significantly in the Maximo solution (in excess of \$1.25 million) – a robust Asset and Work Management system used in various municipalities, including Cambridge, Waterloo and York Region.

Despite this investment, the system has seen limited adoption which has faded over the years to the point that today it is barely used. There are concerns from management and staff that the Maximo solution is too complex, hard to use and adds unnecessary overhead to operations.

The Town is required by legislation to have effective Asset Management processes and practices and Maximo should be at the core of that. The Perry Group consulting team believes that this Maximo is a strong solution, which at this stage is undermined by a lack of management and staff commitment to adoption, a lack of mobile solutions and various other factors.

Going forward, it is recommended that the Town commit to doubling down on Maximo.

From there a number of initiatives focused upon:

- Digitization of business processes (service requests, work orders, inspections, condition assessment, preventative and reactive maintenance);
- Mobile solutions for field workers;
- Asset/Work Management and GIS two-way integration;
- Asset/Work Management and CRM two-way integration;
- Asset/Work Management and Inventory two-way integration;
- GIS based visualization of assets and asset performance.

Enterprise Content and Collaboration Management

The Town has invested in the Laserfiche system as its Records Management system and has done some good work in modernizing the records retention bylaw and uniform file plan. However, after many years of work, at this time the system is largely used for the management of Town Clerk related record series such as bylaws and minutes agreements and agendas.

Document Management features of Laserfiche are not used at this time and documents are managed separately in network file shares (using an aligned filing structure), using dated approaches to file access and collaboration. SharePoint is also used at the Town, but in a fairly limited capacity. Laserfiche has workflow and forms capabilities, that are being investigated but have not as yet been implemented.

A formal work plan is not in place; the situation is somewhat fragmented and the user experience not where it needs to be.

The marketplace in this space is changing relatively quickly, Box, Dropbox and others are presenting a somewhat updated view of what Enterprise Content Management for corporations should look like. Microsoft's strategy with Office 365, SharePoint and Teams is also rapidly evolving.

It is recommended that a revitalized strategy around content management and collaboration, that embraces modern modes of collaboration (co-editing documents, versioning, mobile access, partner sharing) is required and recommended.

The Clerks team and IT teams should develop a strong working partnership, actively working together to review and set the future direction in the context of the desired Modern Workplace, and then jointly executing a work program that would meet the needs of the modern workforce.

Financial System(s) Replacement (Vadim / iCity)

Financial systems are clearly critical to the effective operation of the Town and the diligent management of budgets.

The Town's Financial Systems (Vadim iCity, Vailtech) are reaching the point in the lifecycle where replacement should be considered and planned for. Changes in the commercial market place, which has resulted in a consolidation of solution options for municipal Finance, mean that there are few viable solutions available to municipalities the size of Aurora.

Replacement of the Finance system is both costly (City of Peterborough budgeted more than \$5 million for their replacement) and disruptive to the entire organization.

It is recommended that an independent consultant be retained by the Town to review in more detail the current situation, evaluate the available options and assist the Town in the development of a roadmap and business case for the future.

5.3 Integration and Data Projects

GIS Program

The priority for the Town in the Integration and Data layer is the GIS. The Geographic Information System platform is one of the key systems that the Town operates. It is estimated that over 80% of municipal business relates to a location (an address, an asset or a service point), - thus the GIS system should support over 80% of the Town's business. The GIS technology environment must be modernized, and a series of projects are planned, including:

- ArcGIS Online / Portal GIS Architecture design and implementation;
- FME server implementation;
- Maximo / GIS integration (including GIS Collector to Maximo);
- Expansion of the GIS Collector program as a mobile data collection / inspections tool;
- Internal Self-Service GIS web apps – enabling democratization of GIS tools and services across the Town;
- Geo-dashboards to allow for map-based visualization of data in core business solutions (CRM, Maximo, CityView);
- Property report app;
- Geo-based drawing management solution;
- Public web mapping solutions and apps.

Integration Projects

A series of integration projects are also recommended, including:

- Maximo (or Asset Management solution) / GIS integration (including GIS Collector to Maximo);
- CRM / GIS integration;
- CRM / Maximo (or Asset Management solution) integration;
- CityView / Digital Plans.

Business Intelligence Planning and Implementation

By understanding patterns or distributions of Access Aurora calls, or the varying performance of teams, or the incidence of vehicle accidents the Town can identify pointers that may suggest the need for policy or process changes or that may point to factors that need to be better understood.

To become a data driven organization requires the ability to visualize, analyse and interpret the data that the Town collects in the course of operating. Business Intelligence tools allow data from various systems and sources to be collated and combined into data warehouses and the data to be reported upon and analyzed - sliced and diced to answer key business questions.

The Town's GIS team have been working on data visualization and have good skills around data management and visualization techniques. Industry trends see GIS teams getting actively involved in Business Intelligence and data visualization. Thus, it is

recommended that this team be tasked with working with business units to develop and execute a BI plan and strategy that leverages existing solutions (GIS and PowerBI) as a first step.

Information and Data Management Maturity Assessment and Strategy

To improve the Town's overall information and data management practices in an integrated fashion it is recommended that the Town's technology and information management teams work together to conduct an information and data management maturity assessment and develop a future roadmap – this work should align with the ECM work.

5.4 Customer Facing Projects

Website Replacement

This project is currently underway – led by the Communications Division. The project will move the Town's website to a hosted web platform (separating from the current Newmarket partnership) and will see a redesign of the structure and look and feel of the website. All content will be reviewed and recreated following a redesigned web style guide to make content simpler and easier to understand and maintain. A suite of new online services will be introduced with the new website, including online forms and payments, newsletters, facility bookings, and tax certificate self-service.

CRM Expansion and Integration

The Town has a Customer Service Strategy, has established Access Aurora and has implemented a core CRM solution (Dynamics). The Town is working on developing a Customer Experience Plan which will guide

The Town will need to upgrade the CRM solution (determining whether to migrate to the cloud-based Dynamics solution) and extend the use of the CRM across the Town.
Visualization of CRM

New Digital Services

Going forward a suite of new online services will be gradually introduced; these are expected to include:

- An online knowledgebase;
- Live chat with Customer Service agents;
- Online service requests and request tracking (including CRM integration);
- Online building plans submission;
- Online building permit application and inspection booking;
- Online planning services.

6. The Workplan

The following section outlines the proposed initiatives, timing and budget impacts of the recommendations.

6.1 Implementation Phases

Figure 17 outlines the recommended phasing of the Strategy.

	2019	2020	2021	2022	2023	2024
Phase 1: New IT						
Phase 2: Process Modernization						
Phase 3: Optimization & Digital						

Figure 17: Implementation Phases

6.1.1 Phase 1: Reset the Town’s Approach to Technology Management: New IT

The Town must build the New IT Division, and then the team must quickly work to build credibility. *New IT* needs to earn its way into becoming a partner to business units by doing the basics right, working in a collaborative way, delivering enabling services, building strong relationships and working with Governance to focus and demonstrate progress. The Executive and Management of the Town must model and reinforce this approach. Note that this is a pre-requisite to being successful with subsequent stages. If this work is not done, or not done right, other work identified in Stage 2 and 3 is unlikely to be successful or deliver anticipated benefits. Key activities include:

- Communicate effectively to all Town staff about the IT Strategy changes, justification and expectations;
- Build the New IT Team;
 - Formalize new mandate / roles and responsibilities;
 - Hire to key roles (Supervisors, BA’s, SA’s);
 - Move existing positions;
 - Change the mindset / style / approach of IT – to be an enabling team.
- IT Manager to focus on IT relationship management and improving co-operation and collaboration between business units and IT;
- Establish effective, transparent technology and digital governance that ties together work in Tech, GIS, Solutions and Digital domains;
- Establish the foundations for a modernized work environment – based around improved digital collaboration;
 - Leverage tech savvy staff throughout the town by establishing a Digital Savvy Network to provide input on IT needs and services, and to test new capabilities;
 - Pilot modern collaboration tools and solutions: e.g. Microsoft Teams – plan for O365;

- Implement short term fixes to improve mobile and remote working user experience;
- Reset Town's security approach to more effectively balance usability with security;
- Deliver on Quick Win projects to demonstrate visible progress and momentum, ensure a regular cadence of announcements around new services and solutions (New Website, digital services, GIS platform, GIS and data visualization, full network integration for tablet devices);
- Conduct strategic assessments and business cases around key topics (CRM, Cloud, Mobility) – and set agreed directions;
- Implement IT service management improvements to improve consistency and quality of IT services.

6.1.2 Phase 2: Business Process Modernization and Mobilization Projects

Based on the establishment of a higher performing IT team, with new skills and capabilities – particularly in the business solutions domain, the team can work with Business units to advance the modernization and digitization of key Town processes. Key activities will include:

- Workforce management (employee management processes);
- Financial management processes;
- Planning & Building processes;
- Asset and Work Management processes, including Mobile enablement;
- Service and case management processes (CRM) and integration to back office and web;
- Modernized collaboration capabilities and Enterprise Content Management.

6.1.3 Phase 3: Optimization and Digital Services

As core processes become digitized, then the Town's attention can shift more towards process optimization; using data from the digitized processes to understand trends, policy impacts, productivity and efficiency; using this data to inform service, process or workforce changes. Furthermore, with back-office processes digitized, end-to-end online services that allow customers to be able to transact with the Town on the web can be implemented. Key activities will include:

- Ongoing process optimization / continuous improvement – based on data and geo-analytics and visualization;
- Online permitting;
- Online planning;
- Online licensing;
- Expanded online forms and payments (including back end integration).

6.2 Work Plan

The following table outlines all recommended initiatives, suggested timeframes and potential budget impacts. Note that a number of initiatives are flagged as “Quick Wins” which the Town can begin work on in the immediate term.

N/S = Not Started, I/P = In Progress, R= Recurring Operating Cost, * = Previously identified in 10-year capital budget

◆ = Identified in 2019 budget

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Gov	1	X	Set up dedicated time with ELT for quarterly ELT IT briefings	N/S	Quarterly briefings should be scheduled with ELT for the IT team to provide an update on Strategy progress	-	-	X	X	X	X	X
Gov	1		ITGG (Information Technology Governance Group)	N/S	Set up new ITGG with members selected, terms of reference created, meetings scheduled and operational	-	-	X	X	X	X	X
Gov	1	X	IT sign-off on all items related to technology going forward to ELT or Council	N/S	Establish IT review and sign-off on any technology recommendations going forward from business units to ELT or Council	-	-	X				
Gov	1		IT Strategy – IT Annual Report	N/S	An annual report (starting in 2020) for ELT and Council to be provided by IT Manager, Director of Corporate Services and CAO to report on IT Strategy implementation progress and success measures identified for the strategy	-	-		X	X	X	X
Gov	1	X	Review and agree technology intake process	I/P	Work with ITGG to agree technology (web, technology, business solution, GIS) project intake process to align with recommended approach and with multi-year business planning process	-	-	X				
Gov	1		Finance and HRIS Steering Committee	N/S	Establish a joint working team to oversee planned HR / Finance projects and the important integration between both and the planned evolution of solutions	-	-	X	X			

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Gov	1		CityView Steering Committee	N/S	Establish a joint working team, initially with Building, Planning, Engineering and IT Division staff to coordinate the CityView workplan and priorities	-	-		X			
Gov	1		Information and Data Management Steering Committee	N/S	Establish a joint working team, with Clerks, IT staff and business unit representatives to coordinate the Information and Data programs, with an initial focus on the ECM workplan and priorities	-	-		X			
Gov	1		Asset/Work Management Steering Committee	N/S	Establish a joint working team, with PW, Parks, Engineering and AM and IT to coordinate the review and expansion of the asset and work management systems	-	-		X			
Gov	1		GIS Steering Committee	N/S	Establish a joint working team to coordinate the GIS work plan	-	-	X				
Gov	1		Web and Digital Steering Committee	N/S	Establish a joint working team to coordinate the Web and Digital work plan	-	-	X				
Gov	1		Technology Standards Team	N/S	Establish a team (likely staffed by IT supervisors and experts from within IT) to set / establish standards that are recommended forward to ITGG for endorsement.	-	-		X			
Gov	1		Policy Framework	N/S	Review with ITGG the proposed policy framework and bring forward individual policies for approval and implementation	-	-	X				
Gov	1		Acceptable Use of Technology Policy	N/S	Revise Acceptable Use policy, get approval and implement	-	-	X				
Gov	1		Information Security Policy	N/S	Create updated Information Security Policy, get approval and implement	-	-		X			
Gov	1		IT Governance Policy	N/S	A policy stating how technology decisions, standards are taken	-	-		X			
Gov	2		Mobility Policy	N/S	Create after strategy is complete	-	-			X		

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Gov			Cloud Computing Policy	N/S	Create after assessment is complete	-	-			X		
Gov	1		Privacy Policy	N/S	Could be included in InfoSec Policy but should be separate	-	-		X			
Gov	1		Backups/Restores Policy	N/S	Ensure policy and procedures are documented	-	-		X			
Gov	1		Disaster Recovery Policy	N/S	Create after strategy is complete	-	-			X		
Gov	1		Information Security Strategy	N/S	Recommended by PGC and an independent security consultant	-	20,000		X			
Org	1		Communicate IT Strategy to the corporation	N/S	IT Manager to work with Communications Division to develop a communications plan for the Technology Strategy	-	-	X	X			
Org	1		IT Division – Staff Change Management Support Plan	N/S	Develop a Change Management Plan to assist in communicating to the organization and to staff impacted the planned organizational changes and supporting all through the changes	-	10,000	X				
Org	1		Implement recommended organizational changes to IT Division	N/S	Implement recommended organizational changes with existing staff	-	TBD	X	X			
Org	1	X	Create and hire 2 new supervisor positions ◆	N/S	Create a supervisory role for each of the 3 proposed teams by leveraging the existing supervisory position and hiring 2 new supervisors' positions	c/f 2019 budget request	-		X			
Org	1	X	Move existing positions into IT	N/S	Existing roles moved into the IT Division from existing teams (GIS, WAM) – to be part of the Business Solutions team. Dependent upon the hiring of the Business Solutions supervisor	-	-	X				
Org	1		Change management support / IT Division team building	N/S	External support to help facilitate team building within IT		30,000	X	X	X	X	X

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Org	1	X	IT Team Building	N/S	Work on developing a strong team mindset, ethos and approach within the new IT team	-	10,000 per year for 3 years	X	X	X		
Org	1		Hire Solutions Analyst	N/S	As per proposed strategy – to build out the solutions capabilities of the team	90,000 (R)	-			X		
Org	1		Hire Solutions Analyst	N/S	As per proposed strategy – to build out the solutions capabilities of the team	90,000 (R)	-			X		
Org	1		Implement Managed Security Services	N/S	Transition security responsibilities to Supervisor of Infrastructure and Service Desk and secure services of a Security Managed Services provider	50,000 (R)	-		X	X		
Org	2		Hire Solutions Analyst or Business Analyst (role TBD depending upon requirements agreed at the time)	N/S	As per proposed strategy – to build out the solutions capabilities of the team	90,000 (R)	-				X	
Org	2		Capital funding for Contract Project Resources	N/S	Ensure that the practice of budgeting for required resourcing is built into capital project requests. Establish with HR the ability to contract in staff on 1 year or longer basis to support project delivery	TBD (as part of capital projects)	-		X	X	X	X
Org	1		Vendor of Record / Roster	N/S	For core services in which the Town will use external service providers to assist in delivery of programs (security, GIS, business solutions). It is suggested that the Town establish vendor of record or roster models (procurement vehicles) to support out-tasking work as required	-	TBD		X	X		
Org	1		Introduce Co-op / Intern Program	N/S	Develop a co-op and summer intern program to add capacity to the IT Division and to bring in digital native team members with energy	30,000 (R)	-		X	X	X	X

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Org	1	X	Digital Savvy Network	N/S	Establish a group (through identification and by actively seeking volunteers) to participate in a Digital Savvy group to advise and provide input on the modernization of IT services and solutions.	0	-	X				
Org	1	X	Digital Education Program	N/S	Digital education program for leadership team to increase level of digital awareness and readiness for change	-	25,000	X	X			
ITS	1	X	Agile Working and Project Teams	N/S	Adopt Agile (MVP, iterative, sprints, scrum) approach to projects and solutions work where suitable – requires training and education for teams around Agile methodologies	-	-	X	X	X	X	X
ITS	1	X	IT Service Reviews	N/S	A regular (bi-monthly) review process with each Director and business unit leads led by the IT Manager to review work plans, IT service performance, issues and opportunities	-	-	X	X	X	X	X
ITS	1		IT service management tools	N/S	Determine plan for use / expansion of existing TrackIt! tool and expansion	-	-	X				
ITS	1		Incident and problem management processes	N/S	Formalize incident and problem management handling processes; digitize into TrackIt!	-	-		X			
ITS	1		Change management processes	N/S	Implement a formalized change management process; digitize into TrackIt!	-	-		X			
ITS	1		IT asset management	N/S	Standardize on the tool / tracking of all IT assets in TrackIt!	-	-		X	X		
ITS	1		Knowledge management	N/S	Build and share a common knowledgebase with users	-	-			X		
Bus	2	X	Electronic Plans Review - Markup	N/S	Implement a consistent tool for handling markup of digital drawings to be adopted corporate wide. Project led by Building as a primary user, but to involve key	15,000 (R)	85,000	X	X			

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
					stakeholders, including Engineering, Planning, Fire, etc. Includes ability for applicants to submit digital plans electronically using the CityView portal							
Bus	2		CityView Upgrade *	N/S	CityView version upgrade	-	10 Yr. Capital Budget 92,100		X			
Bus	2		CityView: Online Building Permit Applications and Tracking	N/S	Ability for applicants to submit application and track application progress online, beginning first with simpler application types (decks, signs, etc.) before scaling up to larger, more complex application types	10,000 (R)	50,000		X	X	X	
Bus	3		CityView: Online Inspection Booking	N/S	Ability for applicants to book inspections online		(incl. in above costs)				X	
Bus	2		Planning Process Review and Redesign		Review and streamline planning processes from a Digital-First mindset		75,000		X			
Bus	2		Implement new Planning Processes into CityView	N/S	Implement changes in CityView digital process management to reflect changes to planning process		20,000			X	X	
Bus	2		CityView: Engineering Processes	N/S	Integrate Engineering process management related to Development Approval (e.g. Lot Grading) into CityView to improve end-to-end process efficiency	-	-				X	
Bus	3		CityView: Planning Online	N/S	Ability to receive some applications online (e.g. Committee of Adjustment)		(incl. in online building permit costs)				X	X

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Bus	1	X	HRMS – Phase 1 ♦	I/P	Selection and implementation of core HRIS modules, including employee records, time and attendance, applicant tracking and learning management.	TBD (R)	In 2019 Budget 250,000	X	X			
Bus	2		HRMS – Phase 2 & 3 *	N/S	Subsequent HR project phases to implement additional HR Management system capabilities	TBD (R)	In 2020 10 Yr. Capital Plan 50,000		X	X		
Bus	2		Maximo System Review and Roadmap	N/S	Undertake a review of the existing system with the intent developing and executing a go forward Strategy/Roadmap that identifies the timing and process for rolling out Maximo across the entire organization.	-	25,000	X	X			
Bus	2		Business Process Automation and Streamlining	N/S	Following the roadmap, work with teams to implement small incremental process enhancements leveraging the Town's Asset and Work Management System (Maximo) – focusing on user experience and simplified mobile interactions	-	Est. 200,000	X	X	X	X	X
Bus	2	X	Maximo – GIS 2 Way integration and Collector to Maximo integration	N/S	Enable 2-way data flow integration between Maximo and Town's GIS. Enable the integration of data captured in solutions like Collector and 123 Survey to be passed between GIS and Maximo and pursue a hybrid GIS/Maximo approach that provides a simplified User Experience for field-based workers through GIS based solutions.	-	10,000		X			
Bus	2		Maximo Mobile	N/S	Broadly rollout Maximo mobile (Maximo Everyplace) to support mobile Maximo use in a hybrid mode with GIS collector solution	-	TBD			X	X	X

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Bus	2	X	Maximo visualization of assets (GIS) and inspections (Collector)	N/S	Leverage ArcGIS Online based dashboards to visualize operational data spatially	-	-		X			
Bus	2		ECM / Collaboration Strategy	N/S	Review current and future content collaboration and management needs in the context of existing solutions – Intranet (SharePoint), Laserfiche, File Shares, Kiteworks and future collaboration capabilities of modern solutions such as Microsoft Teams before determining future strategies in each of these areas. Work with the Digital Savvy Network and key players to determine an agreed cohesive path forward.	-	30,000		X			
Bus	2		ECM Workplan Execution	N/S	Implement recommended plans with regard to Intranet, Collaboration environment, Laserfiche and File Shares as recommended by the strategy	TBD (R)	TBD			X	X	X
Bus	2		AIMS (Parking Replacement) ♦	I/P	Selection and implementation of a new parking management system	TBD (R)	In 2019 budget	X	X			
Bus	2		Finance System Assessment	I/P	Engage consultant to support the review of replacement options for current Finance systems	-	30,000				X	
Bus	2		Finance System replacement	N/S	Potential implementation of new Finance system	TBD (R)	\$1 – 5 million					X
Bus	2		Payment handling and POS review and integration strategy	N/S	Review Payment handling and POS requirements and determine strategy for customer present and online payment processing, including systems integration	TBD (R)	TBD			X	X	
Bus	2		Meeting Management Phase 2	N/S	Remaining functions to be rolled out as a follow on to the initial Meeting Management launch	TBD (R)	TBD		X			

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Infra	1		Printer Fleet Replacement ♦	I/P	RFP closed and rollout planned	In 2019 budget (R)	In 2019 budget	X				
Infra	1		JOC Expansion *	I/P	Network expansion to support JOC expansion		10 Yr capital budget 10,000		X			
Infra	1		Infrastructure upgrades and evergreening program *		Program of infrastructure upgrades and asset lifecycle management		10 Yr capital budget	X	X	X	X	X
Infra	1		Evergreening of user devices - desktop, laptops, mobile devices *	N/S	Increase in the types of device choices available to management and staff, review lifecycle for devices (industry standard is 3-4 year lifecycle), increase focus on laptop or mobile device provisioning – target 75% of fleet to be laptop / tablet devices		10 Yr capital budget ⁴	X	X	X	X	X
Infra	2		Access Aurora Telephony *	N/S	Upgrades to support Access Aurora telephony requirements		10 Yr. capital 211,800		X	X		
Infra	2		Telephony / Unified Communications Assessment	N/S	A complete review of telephony and unified communications requirements is recommended – this should be in the context of potential O365 capabilities		25,000			X		
Infra	2		Telephony / Unified Communications implementation	N/S	Implementation of telephony / UC strategy		TBD 10 Yr. Capital Budget 85,000				X	X
Infra	1		Data assessment (including considering	N/S	The Town should review existing data to determine suitable strategies to		10,000	X				

⁴ 10-year capital is currently under-funded to meet an industry standard lifecycle

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
			potential archiving solutions)		optimizing storage requirements (e.g. consider archiving stale content over 2 or 3 years old)							
Infra	1		File storage solution replacements (SAN, file servers, archives) *	N/S	Based on data assessment results, the Town can determine a suitable future data storage solution		100k (10 Yr. Capital Plan)		X	X		
Infra	1		Mobility Strategy	N/S	IT Division to lead, with strong collaboration with mobile business units the establishment of the Town's mobility strategy (devices, connectivity, security model, apps)	0	0		X			
Infra	1		Remote working – user experience review and plan (short term)	N/S	Review of current User Experience with users and determine short term plan of action for improvements to user experience	TBD	TBD	X	X			
Infra	2		Remote working – user experience long term plan		Long term plans for improvements to remote working to support more active adoption of remote / home working at the Town	TBD	TBD			X	X	
Infra	1		Board and meeting room technology *	N/S	Equipping boardrooms with TV's and conference calling capabilities to support modern digital meetings	-	10 Yr Capital Budget (330,000) – 30,000 for 3 years ⁵		X	X	X	
Infra	1		Town Hall Data Centre Monitoring Systems	N/S	Implementing security camera, heat sensor and alerting system for Town Hall Data Centre	-	10,000		X			

⁵ Suggest significant reduction in 10-year capital budget (330,000) for equipping boardrooms with digital technology – scale down to TV, Clickshare and Audio Conference capable handset.

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Infra	1		Corporate Wi-Fi review and strategy		Conduct a review of currently available services, needed services and present options to leadership team for direction	-	10,000	X	X			
Infra	2		Corporate Wi-Fi maintenance and expansion *	N/S	Maintenance and expansion of City's private Wi-Fi network at City facilities.	-	10 Yr Capital Budget 20,500	X		X		
Infra	2		Outdoor Wi-Fi	I/P	Extending Wi-Fi into parks, recreation areas and other civic facilities (TBD, dependent on Wi-Fi strategy)	-	TBD		X	X		
Infra	1		Third-Party Security Assessment	N/S	A full third-party security assessment should be conducted at least every 2 years	25,000 (bi-annual)	-	X		X		X
Infra	1		Business Continuity/Disaster Recovery Strategy	N/S	The Town requires a formalized Business Continuity Plan and Disaster Recovery strategy before it implements any further DR technical capabilities	-	25,000		X			
Infra	2		BC / DR implementation		Implementation of DR capabilities based on BCP and DR plans	TBD (R)	TBD			X	X	
Infra	1	X	Office365 Pilot	N/S	Working with the IT Team and Digital Savvy Network to test Office365 capabilities (including Skype, SharePoint Online, OneDrive, Teams). Scope of pilot and phasing of pilot activities to be defined.	-	20,000	X	X			
Infra	1		Office365 Cost/Benefit Analysis and plan	N/S	To look at the costs and benefits of moving the Town as a whole to Office365	-	20,000		X			
Infra	2		Office365 Migration	N/S	Migration to Office365 (email, office products, teams, etc.)	-	TBD			X		
Infra	1		Cloud Policy and Framework	N/S	Establish the Town's position and requirements for Cloud services	-	20,000	X				
	1		Cloud Readiness assessment and Strategy		Assess services that could be candidates for future migration to the				X	X		

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
					cloud and develop a Roadmap and strategy for their migration							
Int & D	1	X	ArcGIS Online / Portal GIS Architecture and implementation	N/S	Develop modern architecture for enterprise GIS (ArcGIS Portal and ArcGIS Online) that supports internal and external web mapping (and which addresses security requirements) and implement	-	25,000	X	X			
Int & D	1	X	FME Server implementation ♦	N/S	Implement FME server to support data conversion and spatial ETL activities	-	In 2019 budget	X	X			
Int & D	1	X	Maximo – GIS 2 Way integration and Collector to Maximo integration	N/S	Extend the existing geo-integration to support 2-way data flow and configure a standardized integration that allows for data captured in Collector or Survey 123 solutions to flow into Maximo	-	10,000		X			
Int & D	1		Collector expansion program	I/P	Expansion of the use of Collector as an easy to use field-based solution for inspections and data capture	-	-	X	X	X	X	X
Int & D	2		York Region Data Federation	N/S	Dependent upon the implementation of the modernized ArcGIS architecture, setup federated data sharing with York Region and neighbouring municipalities	-	-			X		
Int & D	2		Internal Web GIS – Self Service Apps	N/S	Using the modern ArcGIS Architecture configure a series of self-service GIS apps, enabling non-GIS staff to self-serve to mapping solutions. Examples include Planning Report, Planning App status map,	-	-		X	X	X	X
Int & D	1, 2, 3	X	Geo-dashboards for CRM, CityView and Maximo	N/S	Implement ArcGIS Online based dashboards to visualize operational data in core business systems spatially. This will involve the creation of spatial views from source databases to allow for visualization	-	-	X	X	X	X	X

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
Int & D	1	X	Property Report App	N/S	A search by address tool to find relevant information about a property (useful for staff and public)	-	-		X			
Int & D	3		Geo-based Drawing Management solution	N/S	Implement town wide consistent geo-based drawing management solution for all town drawings	-	-				X	X
Int & D	2		Public Web Mapping solution(s)	N/S	Public facing web mapping capabilities (galleries, map embeds, storymaps, etc.), based on modern ArcGIS platform	-	-		X	X	X	X
Int & D	2		Information Management / Data Management Maturity Assessment and Roadmap	N/S	Conduct a review and determine the roadmap for data and information management practices	-	50,000			X		
Int & D	2		Business Intelligence Strategy	N/S	Develop a plan for the development of Business Intelligence and corporate reporting capabilities	-	-			X		
Int & D	3		BI solutions implementation	N/S	Implementation and evolution of BI and dashboarding solutions	TBD (R)	TBD			X	X	X
Cust	2		CRM stabilization ♦	I/P	2019 work plan for solidifying the current use of the CRM system in existing areas of use (-	-	X				
Cust	2	X	CRM / GIS data visualization	N/S	Self-service dashboards to support visualization, reporting and analysis of all CRM case types (e.g. animal services requests, sod complaints, etc.)	-	-	X	X			
Cust	2		CRM Upgrade	N/S	Determine the upgrade path for Dynamics product (on premise vs. cloud) and implement upgrade	TBD (R)	TBD		X	X		
Cust	2		CRM expansion	N/S	Expansion of CRM into new business areas (e.g. transportation, communications, recreation)	-	-		X	X		
Cust	2		CRM Back Office Integration - Email	N/S	Implementation of email integration to CRM to allow for the auto-creation of cases from email contacts with the town	TBD (R)	15,000			X		

Cat	Phase	Quick Win?	Initiative	Stat.	Description	Op.	Cap.	2019	2020	2021	2022	2023
					(e.g. info@aurora.ca or animalservices@aurora.ca)							
Cust	2		CRM Back Office Integration – Work & Asset Management	N/S	Implement an integration between CRM and work management system to reduce duplicate data entry, support mobile working and digitize end to end process	TBD (R)	10,000			X	X	
Cust	3		CRM Integration to Website	N/S	Support ability to submit and track Service Requests	TBD (R)	15,000				X	X
Cust	1	X	Website redesign and relaunch – Phase 1 ♦	I/P	Relaunch website on new platform, with new design and new digital services including forms, newsletters, online payments,	In 2019 budget (R)	In 2019 budget	X				
Cust	2		Ongoing web product evolution	N/S	Introduction of new digital services, including consideration of knowledgebase and Live Chat for customer service, increased personalization of the website	TBD (R)	TBD		X	X	X	
Cust	3		Digital Services expansion	N/S	Expansion and integration of digital services requiring back office system integration (e.g. CityView portal)	TBD (R)	TBD		X	X	X	X

6.3 Success Measures

The following Success Measures should be tracked and reported as part of an annual Technology Strategic Plan progress report provided by the CAO, Director of Corporate Services and the IT Manager to ELT and Council.

Note that some measures may not be available in 2019, because additional work or process changes will be required to gather required data, but over the course of the strategy these measures will become available.

ID	Measure	Description	How to Measure
IT Services			
1	Staff satisfaction with IT services	Monitor levels of satisfaction with IT services, expecting to see increased levels of satisfaction with services associated with corresponding changes to services and approach.	Annual IT Survey & ITSM Service Request closure surveys
2	Management satisfaction with IT services (survey)	Same as above	Annual IT Survey
3	# of technology projects completed	Intent is to track throughput of projects. The goal is to increase the number of projects being delivered along with increasing the quality of delivery	IT Portfolio Management
4	# of education / training sessions	Track the number of digital / education units delivered / received by staff	New HR / IT processes
Process Digitization			
5	% of internal processes that are digitized by business unit	Intent is to monitor the proportion of business processes per business unit that have been completely digitized	Build inventory and maintain assessment of services and processes that are digitized
6	# of employee self-service transactions (HRIS; Finance Systems)	Intent is to monitor uptake of self-service transactions in the HR and Finance systems.	Reporting from systems to identify self-service vs. HR administrated processes
7	# of self-service mapping sessions	Intent is to monitor the adoption of self-service mapping and data analytics	Reporting from GIS systems
Mobile Working			
8	# of mobile enabled staff	Intent to monitor and demonstrate growth in the mobile working group	IT Asset Reporting
9	% of mobile workers that are actively using mobile technology	Intent to monitor active use of tools by mobile workers	IT Asset and Business Solutions Reporting
Digital Services			
10	# of online / digital services offered by the Town	Intent is to monitor the expansion of online services	Manual track of the number of online services available
11	% of Town Services offered that are Digital/Online	Intent is to monitor growth in digital / online service availability as a proportion of the total service portfolio	Build inventory of Town services and

Attachment #1

ID	Measure	Description	How to Measure
			compare to digital offering
12	# of Online Transactions per quarter	Intent is to monitor overall uptake of the digital service channel	Web and individual service reporting
Modern Collaboration Tools			
13	Staff Satisfaction with Collaboration capabilities	Intent is to monitor staff satisfaction with new/modern collaboration capabilities provided	Annual Survey
14	# of Digital Meeting sessions	Intent is to monitor uptake of modern 'digital meeting' capabilities	Gross reporting on the number of digital meeting sessions per quarter / annual
15	% of device fleet that is a laptop or tablet vs. desktop	Intent is to monitor the availability to staff of modern, mobile collaboration capabilities	IT Asset Reporting
16	% of staff that are equipped to work from home	Intent is to monitor availability of flexible working options	IT Asset Reporting
17	# of staff days worked at home per quarter	Intent is to monitor uptake of flexible working options	May require new reporting in timesheets to gather information

7. Summary of Recommendations

7.1 Key Recommendations

The Town's CAO, Director of Corporate Services and Executive team must:

- 1) Recognize the current situation identified by the current state assessment and acknowledge the need to urgently address long-standing deficiencies
- 2) Credibly sponsor, lead and reinforce the implementation of the organizational, process and cultural changes recommended within this strategy

The key recommendations are that:

- 3) The Town must reset and establish a new technology delivery model, built around partnership and founded upon collaboration, co-operation, and coordination. This means:
 - a. A new, elevated role and mandate for the IT Division - with a particular expansion of the role to focus on Business Solutions;
 - b. Stronger IT leadership, with IT leadership involvement at ELT;
 - c. A re-organized IT Division made up of 3 teams each managed by a supervisor (two new supervisors positions as requested in the 2019 budget and one existing supervisor position);
 - d. Moving GIS and business solutions management resources (WAM) that are currently based in business units into the IT Division;
 - e. Progressively adding new resources to the IT Division over the next three years to address gaps in capacity and capability in Solutions Analyst and Business Analyst roles.
- 4) In parallel with changes to the IT organization, the Town must clearly define business units' roles with regard to technology. This means that:
 - a. Directors and Managers in business units must become more tech-savvy so that they can lead business transformation powered by technology - a digital education program is planned;
 - b. Business units must take stronger ownership of transformation powered by technology, responsibility for the design of business processes and services, must lead change management and adoption efforts and be Directly Responsible for overall project and product success;
 - c. Communications will take the lead for the web and digital program and strategy but will work in partnership with IT, Customer Service and other stakeholders to deliver the program.
- 5) The Town must implement a revitalized IT Governance Model to transparently align, coordinate and prioritize ALL work in the technology domain (technology, solutions, data and integration and web and digital);
- 6) The Town should reset its current approach to information security to ensure that there is an appropriate balance of usability with risk management. It is recommended that the Town work with a third-party service to achieve this goal;

- 7) The IT Division should implement a series of improvements to IT service delivery to improve the quality and consistency of services.

A series of major projects and initiatives are identified, these include:

- 8) The implementation of a modernized digital workplace environment, including
 - a. Updates to email and messaging;
 - b. Telephony and communication;
 - c. Project workspaces;
 - d. Collaborative document sharing and editing;
 - e. Online / web meetings;
 - f. Simpler remote and mobile working;
 - g. Modernization of board and meeting rooms.
- 9) Implementation of a series of key business solutions (process digitization) projects, including:
 - a. HRIS / Workforce Management solution;
 - b. CityView expansion to implement the digital plan and build vision;
 - c. Maximo expansion / re-implementation to support Asset and Work Management needs;
 - d. CRM enhancements;
 - e. Financial system replacement.
- 10) Major expanded adoption of mobile working for field staff - built around CityView, GIS, Maximo and CRM;
- 11) Major expansion of the GIS and Business Intelligence programs to expand the use of data, analytics;
- 12) Expansion / full leverage of the CRM system as a corporate-wide case management solution;
- 13) New Town website and growth in the availability of digital services;
- 14) Introduction of new digital services, such as online permitting, planning, licensing.

Finally, a staged implementation is recommended:

- 15) The Town should adopt a staged approach to implementation which identifies three discrete phases.
 - a. Phase 1 - New IT: First, before anything else can be achieved, the Town must reset the technology management model and establish a more collaborative environment;
 - b. Phase 2 - Process Digitization and Mobilization: Next, the Town must focus on digitization of its core business processes (HR, Planning, Permitting, Asset and Work Management, Finance) taking the opportunity to streamline and simplify aging paper-based processes;
 - c. Phase 3 - Optimization through Data and Digital Services: Building upon the digitization of processes, the Town can focus on offering new digital services and using the data from process digitization to become a data-driven organization.

Appendix 1: Glossary of Terms

While this report is written in as plain language as possible, a handful of technical terms and acronyms are used. This glossary is provided to help the reader understand the terms used.

Agile: Agile is an iterative approach to project management and solution development

Back-Office: An office or department where work is carried out to support the business of an organization, rather than being customer focused.

BI (Business Intelligence): This refers to technologies, applications and practices for the collection, integration, analysis and reporting of business information, and is designed to support better business decision-making.

BIA: Business Impact Assessment – an assessment that considers the potential impact of a disaster situation or loss of service on business operations

CityView: The Town's Permits, Planning and Licensing solution

Cloud: A general term for systems and data that are not located on the organization's premises. Access to these systems and data is achieved through the Internet.

CRM: Customer Relationship Management system – a generic system for case management that can be used for handling customer enquiries

Digital: This term refers to a mindset, mode of operating, and delivery of services that takes advantage of modern technologies (web, app, social, mobile, data). These deliver improved experiences, business efficiencies and insights.

Digitized: This term means the automation of manual and paper-based processes, enabled by the digitization of information and workflows. Moving from an analog (often paper based) process to a computerized process.

DR/BC (Disaster Recovery/Business Continuity): A set of policies, procedures and practices that are designed to assist an organization recover from a significant IT failure

ECM: Enterprise Content Management system – designed to provide document and record management capabilities

ERP (Enterprise Resource Planning): A system that is designed to address business requirements across the whole organization (JD Edwards for example)

GIS (Geographical Information Systems): Systems designed to capture and report on all types of geographical data, including spatial data.

HRMS: Human Resources Management System – corporate wide system for managing the workforce

Infrastructure Architecture: The hardware, software and other systems that comprise an organization's technology assets used to deliver IT services.

Attachment #1

ITIL (Information Technology Infrastructure Library): A set of detailed practices for delivering IT services

ITSM (Information Technology Service Management): The standards and processes used to define how IT delivers services.

Maximo: The Town's Work and Asset Management system

MTA: Municipal Technology Architecture – Perry Group's generalized architecture used for assessing municipal technology environments

PMO (Project Management Office): A group that defines and maintains project management standards for an organization. (PMO-Lite is a less onerous version that still allows standards but is not as formal)

PPM (Project Portfolio Management): The centralized management of all projects, potential and existing, to facilitate resource management, project delivery and status reporting.

SAN (Storage Area Network): A dedicated high-speed device that interconnects and presents shared pools of storage devices to multiple servers.

Vadim (iCity): The Town's Finance system

VOIP: Voice over Internet Protocol – modern telephony systems sharing computer networks



**Town of Aurora
General Committee Report**

No. CS19-037

Subject: Procedure By-law Review

Prepared by: Samantha Yew, Deputy Town Clerk

Department: Corporate Services

Date: November 19, 2019

Recommendation

- 1. That Report No. CS19-037 be received; and**
- 2. That the proposed Procedure By-law (Attachment No. 1) be presented at the December 10, 2019 Council meeting for enactment effective as of January 1, 2020; and**
- 3. That the 2020 Meeting Schedule (Attachment No. 2) be approved.**

Executive Summary

The purpose of this report is to provide a summary of proposed amendments to By-law No. 6068-18, the Procedure By-law, and seek approval of the 2020 Meeting Schedule.

- Council has provided feedback and recommendations on the Procedure By-law
- Staff are proposing amendments to the Procedure By-law that focus on enhancing meeting efficiency and best practices.
- Approval of a 2020 Meeting Schedule is required as per the Procedure By-law.

Background

The *Municipal Act, 2001* (the “Act”) requires Council to pass a by-law to govern its rules of procedure for Council and Committee meetings. Council’s current Procedure By-law has been in effect as of May 1, 2018.

This review satisfies the requirement of Section 52 of the By-law, which states that a review must take place within the first six months of the second year of each Term of

Council. The purpose of the review is to evaluate the effectiveness of the current Procedure By-law and propose amendments to further enhance and ensure it is keeping within the guiding principles of the initial By-law review:

- Aurora Town Council is the decision-making body of the Corporation;
- Public and stakeholder input is a valued part of the decision-making process
- Council's decision-making process should be:
 - Open and transparent;
 - Conducted in an environment which is respectful of all participants;
 - Balance debate with the need to make recommendations and decisions in a timely manner;
- Procedural rules should facilitate and not hinder the business of Council; and
- Procedural rules should comply with Robert's Rules of Order and should be written in plain language.

Analysis

Council has provided feedback and recommendations on the Procedure By-law

Suggestions have been made to the CAO and Town Clerk on an ongoing basis since the beginning of the current Term of Council. The following suggestions were captured, and may be added to the final draft Procedure By-law by amending the staff recommendation of this report.

Section 8 – Chair of the Meeting

That provision (c) be amended so that the Mayor is added to the General Committee Chair Rotation

Section 22 – Speaking Times

That a provision be added to allow the author of a Motion for Which Notice has Been Given ten minutes to speak to introduce the Motion.

Section 34 – Notice of Motion

That a provision be added requiring a seconder for any Notice of Motion at the time it is submitted to the Town Clerk.

Staff are proposing amendments to the Procedure By-law that focus on enhancing meeting efficiency and best practices.

Staff are recommending the following changes to the Procedure By-law. In addition to these suggestions, staff are also proposing minor housekeeping changes to capture current practices. They have been incorporated into Attachment 1 – Draft Procedure By-law as Track Changes.

Section 19 – Meetings

- a) That the Schedule of Meetings be amended as follows:
- General Committee meetings will be generally be held on the first and third Tuesday of each month at 7 p.m.;
 - Planning meetings will generally be held on the second Tuesday of the month at 7 p.m.; and
 - Council meetings will generally be held on the fourth Tuesday of the month at 7 p.m.

Staff recommend reducing the number of Council meetings by one, recognizing the efficiency of the current Council. In 2017, Council meetings averaged 3 hours and 15 minutes. In 2019, Council meetings are averaging 1 hour and 51 minutes. Considering this trend, staff are confident that all matters from two General Committee meetings and can be considered at one Council meeting.

Section 32 – Delegations at Meetings of Council and General Committee

- b) That provisions be added for delegations at Council Public Planning meetings

Staff have identified the following areas of improvement that could be changed to improve the current public planning process:

- Staff and applicants are often put on the spot and can be engaged in a ‘back and forth’ with residents;
- The ‘public portion’ question and answer session could be more efficient as members of the public are invited to speak multiple times for a maximum of five minutes each time; and

To address these areas of improvement, staff propose limiting the number of times a member of the public can speak to two rounds. This change will make meetings more

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efficient and discourage back and forth debate between members of the public and applicants. Further to this, staff recommend that staff and the applicant respond to public comments and questions after the second round of speaking only. Any questions requiring a detailed answer will be addressed in a future staff report.

Section 34 – Notice of Motion

- c) That provisions be added regarding Closed Session Notices of Motion

Staff recommend adding provisions regarding confidential Notices of Motion, as Council Closed Session meetings are generally held on an as-needed basis. In order to ensure confidential Notices of Motion are dealt with in a timely manner, staff propose distributing confidential Notices of Motion as part of a General Committee or Council agenda under the Closed Session section, with the understanding that they will be discussed the following week (or at a time agreed to by the author and Town Clerk) in a Council Closed Session meeting.

Section 36 - New Business

- d) That Members may speak for no more than three minutes on New Business

Staff suggest limiting the amount of time spent on New Business to promote meeting efficiency and to align with best practices. As per the existing provisions in the Procedure By-law, Members are encouraged to raise operational matters prior to the meeting with staff, and are discouraged from raising substantive policy matters under New Business. Adhering to a three minute time limit enforces these provisions while allowing for brief update requests and simple questions to staff.

Approval of a 2020 Meeting Schedule is required as per the Procedure By-law

Section 19 of the Procedure By-law establishes rules for the timing of Standing Committee and Council meetings. The proposed 2020 Meeting Schedule (Attachment No. 2) reflects the proposed meeting schedule changes outlined in this report and was developed using past meeting schedule practices.

The Aurora Cultural Centre Board, Aurora Public Library Board, Aurora Economic Development Board, and Joint Council Committee will continue to be scheduled as outlined in their respective Terms of Reference or by-law. The February, May, and August Committee of Adjustment meetings are proposed one week ahead of their normal meeting date (second week of the month) to accommodate application

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processing deadlines. The Finance Advisory Committee will continue to meet before Planning Committee, which will now take place on the third Tuesday of each month.

Budget Committee meetings will be brought forward for Council approval in a future report.

Advisory Committee Review

None

Legal Considerations

None

Financial Implications

None

Communications Considerations

Upon Council approval of the Procedure By-law amendments, staff will communicate the changes on the Town webpage. The 2020 Meeting Schedule will be posted to the Town website.

Link to Strategic Plan

The proposed Procedure By-law Changes and 2020 Meeting Schedule supports **Progressive corporate excellence and continuous improvement** by implementing policy and processes that reflect sound and accountable governance.

Alternative(s) to the Recommendation

1. Council may choose to not amend the Procedure By-law.
2. Council may choose to approve an alternative Meeting Schedule.
3. Council may choose to provide direction on amendments they deem appropriate.

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Conclusions

This report has been prepared to provide Council with a summary of proposed amendments to Council's Procedure By-law and staff is seeking direction to complete the Procedure By-law review and present the Procedure By-law amendments at a future Council meeting. Additionally, Council's approval of the 2020 Meeting Schedule is required in order to allow for report forecasting, agenda planning, and sufficient public notice.

Attachments

Attachment No. 1 – Draft Procedure By-law with Track Changes

Attachment No. 2 – Proposed 2020 Meeting Schedule

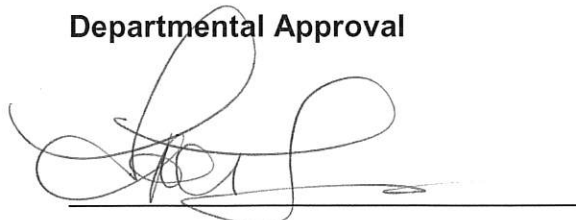
Previous Reports

None

Pre-submission Review

Agenda Management Team review on October 31, 2019.

Departmental Approval



**Techa van Leeuwen
Director
Corporate Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**

Attachment No 1. Draft Procedure By-law

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The Corporation of the Town of Aurora

By-law Number XXX-19

**Being a By-law to govern the proceedings of
Council and Committee meetings of the Town
of Aurora.**

Whereas subsection 238 (2) of the *Municipal Act, 2001* requires every Council and local board to adopt a Procedure by-law for governing the calling, place and proceedings of Meetings;

Whereas subsection 11 (2) of the *Municipal Act, 2001* provides that upper and lower tier municipalities may pass by-laws respecting accountability and transparency of the municipality and its operations and of its local boards and their operations; and,

Whereas it is Council's desire to follow a process of municipal governance that reflects an open, transparent government;

Whereas Council, in the interest of good governance, recognizes a Procedure By-law as a hallmark of accountability and transparency; and,

Whereas Council considers it necessary to enact a by-law in this regard and to repeal Procedural By-law Number 5920-16, as amended;

Therefore Council hereby enacts as follows:

1. Definitions

In this Procedure By-law:

- a) "CAO" means the Chief Administrative Officer of the Town or his/her designate;
- b) "Chair" means the presiding officer at a meeting of Council or a Committee;
- c) "Clerk" means the Clerk of the Town or his/her designate;
- d) "Closed Session" means a Meeting, or part of a Meeting of Council or a Committee, which is closed to the public as permitted by the *Municipal Act, 2001*;
- e) "Code of Ethics" means the "Code of Ethics", a declaration of the principles of good conduct and ethics.

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- f) "Committee" means any Standing Committee of Council or an advisory or special Committee established by Council from time to time;
- g) "Confirming By-law" means a by-law passed for the purpose of giving effect to a previous decision or proceeding of Council;
- h) "Council" means the Members of Council of the Town of Aurora;
- i) "Delegation" means an address to Council or a Committee at the request of a person wishing to speak;
- j) "Deputy Mayor" means the Councillor who received the highest number of votes in the last regular election;
- k) "Director" means a Director of the Town or his/her designate or successor in title;
- l) "Emergency Weather Event" means an emergency weather event as defined by Town Policy No. HR-23 – Facility Closure – Inclement Weather/Power Failure – as may be amended from time to time;
- m) "Friendly Amendment" means an amendment to the Motion under debate with the consent of the mover and seconder only, and without the requirement for an amending Motion to be made;
- n) "Frivolous" means without merit or substance or is trivial;
- o) "Head" means the individual or body determined to be head under the *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- p) "Inaugural Meeting" means the first Meeting of Council after a regular election;
- q) "Local Board" means a local board defined by the *Municipal Act, 2001*;
- r) "Mayor" means the Mayor of the Town;
- s) "Meeting" means any regular, special or other Meeting of Council or a Committee and includes a Workshop;
- t) "Member" means any individual elected to Council or a person appointed by Council to a Committee;

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- u) "Motion" means a proposal moved by a Member, and seconded by another Member, to adopt, amend, or otherwise deal with a matter before Council or a Committee;
- v) "*Municipal Act, 2001*" means the *Municipal Act, 2001*, S.O. 2001, c.25, as amended;
- w) "Municipal Conflict of Interest Act" means the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended;
- x) "Municipality" means The Corporation of the Town of Aurora;
- y) "Notice" means written notice, except where legislation, by-law or policy of the Town provides for another form and manner of notice;
- z) "Offending Member" means a Member who has been found by the Chair or by Council or by a Committee to have disobeyed a rule in this Procedure By-law or a Chair's ruling;
- aa) "Open Forum" means the time period that is fifteen (15) minutes prior to the scheduled General Committee Meeting, during which any individual may address General Committee to make informal inquiries or to comment on matters of municipal business;
- bb) "Point of Order" means a Motion raised by a Member drawing attention to an infraction of this Procedure By-law;
- cc) "Point of Personal Privilege" means a Motion raised by a Member which concerns the health, safety, rights, or integrity of the Member, the Council, a Committee, Staff or anyone present at a Meeting;
- dd) "Procedural Matter" means a matter or Motion of a procedural nature;
- ee) "Public Planning Meeting" means a Meeting held pursuant to the *Planning Act*, R.S.O. 1990, c. P.13, as amended, or other statute;
- ff) "Quorum" means the number of Members required for the legal conduct of the business of Council or a Committee.
- gg) "Resolution" means the decision of Council on any Motion;
- hh) "'Recorded Vote" means
- ii) "Robert's Rules of Order" means the most current edition of Robert's Rules of Order, Newly Revised;

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- jj) "Rules of Procedure" means the rules and regulations contained in this Procedure By-law and that govern the proceedings of Council and its Committees;
- kk) "Special Meeting" means
- ll) "Staff" means an employee(s) of the Town;
- mm) "Standing Committee" means a Committee established by Council and consisting solely of all Members of Council;
- nn) "Town" means The Corporation of The Town of Aurora;
- oo) "Town Hall" means the municipal offices located at 100 John West Way, Aurora, Ontario;
- pp) "Vexatious" means without merit and pursued in a manner that is malicious or intended to embarrass or harass the recipient or others;
- qq) "Workshop" means a Meeting of Council or Committee for the purpose of discussing issues in an informal venue.

2. Purpose and Application

- a) This By-law shall be known as the Procedure By-law and establishes the rules of procedure for Council and Committee Meetings.

3. Principles of the Procedure By-law

- a) The principles of openness, transparency and accountability to the public guide the Town's decision-making process. In the context of Council and Committee proceedings, this is accomplished by:
 - i) Ensuring the decision-making process is understood by the public and other stakeholders;
 - ii) Providing access to information and opportunities for input by the public and other stakeholders consistent with the requirements of this Procedure By-law and other statutory requirements;
 - iii) Exercising and respecting individual and collective roles and responsibilities provided for in this Procedure By-law and other statutory requirements.

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- b)** The protection of basic rights by recognizing the right of the majority to decide, the minority to be heard and individuals to have the opportunity to participate.
- c)** The principles of parliamentary law governing Council and Committee Meetings include:
 - i) Every Member has the right to one vote, unless prevented by law;
 - ii) Each Member has the right to be heard on a matter, unless prevented by law;
 - iii) Each Member has the right to information to help make decisions, unless prevented by law;
 - iv) Each Member has the right to an efficient meeting;
 - v) Each Member has the right to be treated with respect and courtesy;
 - vi) Each Member represents the public and will first and foremost consider the well-being and interests of the Municipality.

4. Interpreting the Procedure By-law

- a)** In the event of conflict between this Procedure By-law and legislation, the provisions of the legislation prevail.
- b)** If there is a conflict between two or more rules in this Procedure By-law, or if there is no specific rule on a matter, the Chair will rule. In making a ruling, the Chair may consult the Clerk, rely on previous rulings and practices, or refer to Robert's Rules of Order.

5. Suspension of Rules

- a)** Rules of Procedure provided for in this Procedure By-law may be suspended by a two-thirds majority vote of Council or a Committee, with the exception of the following circumstances:
 - i) Where required by law;
 - ii) Contractual agreements binding the Town;
 - iii) Quorum requirements.

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- b) A Motion to suspend the Rules of Procedure required by this Procedure By-law shall not be debatable or amendable.

6. Standing Committees

a) General Committee

- i) The General Committee shall be comprised of all Members of Council.
- ii) The General Committee may consider delegations, Community presentations, correspondence, staff reports and matters which may require more elaboration and discussion than would be appropriate in a Council Meeting and such other matters as Council may determine. Recommendations from General Committee will be considered by Council.

b) Audit Committee

- i) The Audit Committee shall be comprised of all Members of Council.
- ii) The Audit Committee shall:
 - (a) Review audited financial statements;
 - (b) Review significant management letter comments and related recommendations;
 - (c) Review the appointment of auditors; and
 - (d) Make recommendations regarding the above to Council.
- iii) The Committee's mandate shall include operational reviews.
- iv) Meetings will be held at the call of the Chair. Agendas will be distributed to Members of Council at least forty-eight (48) hours prior to the Meeting.

c) Budget Committee

- i) The Budget Committee will be comprised of all Members of Council.
- ii) The Budget Committee shall make recommendations to Council on approval of the Town's annual operating and capital budgets.
- iii) The Budget Committee has delegated authority to:

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- (a) Approve the Meeting minutes of the Budget Committee;
- (b) Direct staff to bring forward information to the Budget Committee as needed, and defer matters to a future General Committee or Budget Committee meeting; and
- (c) Direct staff to prepare and bring forward for Council's consideration a report summarizing Committee recommendations on the annual capital and operating budgets.

7. Budget Committee Meetings will be held as outlined in the Meeting Schedule, as approved by Council. Committees

- a) When not provided for in the Committees' Terms of Reference or the Town Policy for Ad Hoc/Advisory Committees and Local Boards, the Rules of Procedure set out in this Procedure By-law shall govern all Meetings of all Committees, including any ad hoc, Advisory Committees, or Local Boards.

8. Chair of Meeting

- a) The Chair is the presiding officer at a Meeting of Council or a Committee.
- b) The Chair of a Meeting of Council, Audit Committee, Budget Committee Standing Committee Meeting, a Closed Session or a Workshop Meeting is the Mayor. In the absence of the Mayor, the Deputy Mayor is Chair.
- c) The Chair of a Meeting of General Committee shall be rotated among the Members of Council, excluding the Mayor, every two (2) consecutive meetings, in descending order of votes received by the Members in the last regular election.
- d) In the absence of the person appointed as Chair, the Members shall appoint one of their Members as Chair for the purpose of that Meeting.
- e) The Chair and any Vice Chairs of other Committees are appointed in accordance with the Town's Policy for Ad Hoc/Advisory Committees and Local Boards, or their Terms of Reference.

9. Duties of the Chair

- a) The Chair is responsible for, where applicable:

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- i) Carrying out the roles and responsibilities of his/her role as described in the *Municipal Act, 2001*;
- ii) Chairing the Meeting in an objective manner in accordance with this Procedure By-law;
- iii) Enforcing the Rules of Procedure in this Procedure By-law;
- iv) Enforcing order and good behaviour of all Members at all times;
- v) Announcing the business before Council or a Committee and the order in which it is to be considered;
- vi) Receiving, stating and framing all Motions presented to clarify their intent as moved;
- vii) Ruling on whether a Motion is in order;
- viii) Protecting Council or a Committee from a Motion that is obviously Frivolous or tending to cause delay by refusing to acknowledge the Motion;
- ix) Providing information to Members on any matter related to the business of Council or a Committee;
- x) Deciding to acknowledge, and ruling on, whether a Point of Order or Point of Personal Privilege is in order subject to an appeal by any Member to the Council or a Committee on any question of order in respect to business before the Council or a Committee, and giving the facts, circumstances and reasons for the ruling;
- xi) Calling a vote on the question of sustaining the ruling of the Chair, and announcing the results of the vote, if there is an appeal to the ruling of the Chair. In this regard, the Chair may provide further explanation of the ruling prior to calling the vote;
- xii) Recessing a Meeting for a brief, specified time to consult the Clerk, the CAO or other staff person if necessary;
- xiii) Recessing the Meeting for a specified time if there is a threat or imminent threat to the health or safety of any person, or if there is a possibility of public disorder;

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- xiv) Ensuring that Members take a health break by announcing a minimum ten (10) minute recess after two (2) hours have passed since the last break;
- xv) Ensuring that all Members who wish to speak on a Motion have spoken;
- xvi) Ensuring clarity, where required, by reading, or requesting the Clerk, recording secretary or other appropriate person to read Motions before voting;
- xvii) Putting all Motions to a vote and announcing results;
- xviii) Voting on all matters unless the *Municipal Conflict of Interest Act* prohibits it;
- xix) Declining to put to a vote any Motion which contravenes this Procedure By-law;
- xx) Calling Members to order;
- xxi) Adjourning the Meeting when the business of the Meeting has concluded; and,
- xxii) Signing all by-laws, Resolutions, and minutes when required.

10. Members of Council and Committees

- a) Members are responsible for, where applicable:
 - i) Carry out the responsibilities of the role of Council as described in the *Municipal Act, 2001, Municipal Conflict of Interest Act* and any other legislation;
 - ii) Attending scheduled Meetings;
 - iii) Carefully considering and making decisions about Meeting business, including seeking information and advice from staff prior to and during a Meeting;
 - iv) Voting on Motions put to a vote, unless the *Municipal Conflict of Interest Act* prohibits it;
 - v) Respecting the Rules of Procedure in this Procedure By-law;

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- vi) Listening attentively, participating in a Meeting and not interrupting, unless to raise a Point of Order or Point of Personal Privilege;
- vii) Remaining silent in their seats while Council or a Committee votes and until the Chair announces the result of the vote;
- viii) Refraining from using indecent, offensive or insulting language or speak disrespectfully of any individual.
- ix) Refraining from engaging in private conversation while in the Meeting or using communication devices in any manner that disrupts the Member speaking or interrupts the business of Council;
- x) Respecting and following the decisions of Council or a Committee;
- xi) Not disclosing any of the content of a Meeting that was closed to the public or provide confidential documents or materials to unauthorized individuals;
- xii) Complying with the Chair's rulings and Council's decisions; and
- xiii) Complying with the Council Code of Ethics.

11. Breach of Rules

- a) If a Member disobeys a rule in this Procedure By-law or a Chair's ruling:
 - i) After the first occurrence, the Chair calls the Member to order.
 - ii) After the second occurrence, if the Member continues to disobey this Procedure By-law or the Chair's ruling, the Chair will immediately order the Member to leave his/her seat and observe the Meeting from the audience for the remainder of the Meeting.
 - iii) Any Member other than the Offending Member may appeal the Chair's ruling in ii), and Council or a Committee may overturn or uphold the Chair's ruling. Should the Chair's ruling be overturned, the Offending Member may return to his/her seat.

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- iv) At the next available opportunity in the Meeting, the Chair will offer the Offending Member the opportunity to apologize to Council or a Committee. The apology will not include additional comments or debate by the Offending Member or by Council or a Committee.
- v) After an apology is made by the Offending Member, Council or a Committee may consent to allow the Offending Member to return to the Meeting.
- vi) Should, at any point, the Offending Member create a disturbance while seated in the audience in accordance with subsection 10.b)ii), the Chair will order the Offending Member to leave the Council chamber or meeting room.
- vii) Council cannot appeal the Chair's ruling in accordance with subsection 10.b) vi).
- viii) If the Offending Member refuses to leave his/her seat or leave the Council chamber or meeting room as required in subsection 10.b)vi), the Chair may request the CAO to contact security or the police for assistance.

12. Right of Public Input and Notice

- a) The public has the right to have input and receive Notice on Council's decision-making process. The methods for doing so include: writing to Council through the Clerk; submitting a petition; speaking at an Open Forum; or speaking as a Delegation. The public will receive Notice in accordance with the requirements of legislation, this Procedure By-law and the Town's Notice By-law.
- b) Should an individual wish to be provided with further Notice related to a matter of business before Council or Committee, he/she is required to indicate this wish to the Clerk on the prescribed form, which is available on the Town's website or at the Town Hall.

13. Members of the Public

- a) The Chair may expel or exclude any person who disrupts a Meeting, and may request security and/or police assistance in doing so.
- b) No persons, other than Members and Town staff, are permitted to approach the area where Members and staff are seated.

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- c) Attendees will submit all materials for Council or Committee through the Clerk.
- d) Attendees are responsible for:
 - i) Maintaining order and not heckling, or engaging in conversations, displaying placards or props or any behavior that may be considered disruptive;
 - ii) Speaking respectfully at all times;
 - iii) Using recording, broadcasting or streaming devices respectfully, and should the Chair direct it, moving or ceasing to use recording, broadcasting or streaming devices.
- e) All communication devices shall be turned off or set to silent mode during any meeting, with the exception of assistive devices for people with disabilities.

14. Preparation of Agendas

- a) The CAO and his/her staff are charged with providing guidance and recommendations to Council or Committee related to municipal business, and implementing the decisions of Council.
- b) The CAO chairs a regularly scheduled internal meeting to review draft agenda items in order to support the business of Council.
- c) The Clerk provides an administrative process to support the approval, preparation, Notice, publication and distribution/public access to agendas and agenda items, following approval by the CAO and/or Director.

15. Availability of Agendas

- a) Council Meeting agendas are generally available to Members of Council and the public on each Thursday preceding a Meeting.
- b) General Committee Meeting agendas are generally available to Members on the Monday that is eight (8) days preceding a General Committee Meeting and are generally available to the public on the following Tuesday.
- c) Closed Session agendas will be provided to Council in accordance with the publishing timeframes set out in Section ~~44~~**15 a)** where required.

Commented [YS1]: Housekeeping change

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- d) Council Public Planning Meeting agendas are generally available to Members of Council and the public seven (7) days prior to the Meeting date.
- e) Special General Committee and Council, Workshop and emergency Meeting agendas will be provided to Members in accordance with the publishing timeframes set out in the Notice of Meetings section of this Procedure By-law, where required.
- f) Agendas for Committees, including Audit Committee and Budget Committee and excluding General Committee, are generally available seven (7) days prior to the meeting date.

16. Additional Items and Corrections

- a) An additional item is any item that is to be added to a Council or Committee agenda following publication of the original agenda.
- b) Any corrections to the agendas of Council or Committee may be listed on the additional items to be distributed, for information only.
- c) Committees are required to consent to the introduction of additional items by approving the agenda, as amended.
- d) Requests for items to be added to the agenda as an additional item shall have met at least one of the following conditions:
 - i) Government/agency deadlines;
 - ii) Legal implications;
 - iii) Contractual implications;
 - iv) Financial implications;
 - v) Council or General Committee direction; or
 - vi) As directed by the CAO.
- e) Additional items to Council or General Committee Meeting agenda are available on each Monday preceding the Meeting, and further additional items may be provided up to and including the Meeting day.

17. Reports of Council and General Committee

- a) In accordance with established administrative protocols, reports prepared by staff are submitted in writing to the Clerk and distributed with the agenda for the applicable Meeting of Council or General Committee.
- b) Reports prepared by staff members contain information and recommendations prepared in the context of their professional, technical and administrative expertise independent of any particular political, constituent or stakeholder interest.

18. Information Reports

- a) An information report is prepared for the information of Council and generally relates to a matter considered at Council or General Committee, or is a matter of Town business.
- b) An information report does not contain recommendations.
- c) An Information Report may be requested by Council or General Committee in the form of a motion.
- d) Information reports are circulated directly to Council Members by email and made available to the public on the Town's website in accordance with the timelines set out in the Availability of Agendas section of this Procedure By-law. Information reports are not published on a General Committee or Council agenda unless a Council Member makes such a request to the Clerk.
- e) Information Reports will be placed on an upcoming General Committee agenda at the request of a Council Member. Where required due to urgency or timing, information reports may be considered directly at Council as an item.

19. Meetings

- a) Meetings Open to the Public
 - i) All Meetings shall be open to the public except as provided for in the Closed Session section of this Procedure By-law.
- b) Inaugural Meeting

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- i) The first Meeting of a newly elected Council after a regular municipal election shall be held on the first Tuesday in December at 7 p.m. or such other date and time as determined by the Clerk.
- c) Approval of the Meeting Schedule
 - i) Prior to January 1st of every year, Council approves a Meeting schedule of Council and Standing Committees for each calendar year, which may be amended. The Meeting Schedule is made available to the public on the Town's website.
 - ii) The Meeting schedule of Committees is determined by its Members, in accordance with each Committee's Terms of Reference and/or prescribed mandate.
- d) Location of Meetings
 - i) Meetings shall take place at Town Hall, or at another location within the municipality or adjacent to the municipality, as authorized by the Mayor or by Council, or as provided for in the *Municipal Act, 2001* when Notice is given.
- e) **Schedule of Meetings**
 - i) Meetings shall take place in accordance with the Meeting Schedule as prepared by the Clerk and approved by Council.
 - ii) All Council Meetings will generally be held on the ~~second and~~ fourth Tuesday of each month at 7 p.m. and General Committee Meetings will generally be held on the first and third Tuesday of each month at 7 p.m. Where a Council Meeting day is a public or civic holiday, Council will meet at the same hour on the Wednesday immediately following the holiday.
 - iii) Unless otherwise determined by the Clerk, Council Closed Session will be scheduled at 5:45 p.m. immediately prior to a Council or General Committee Meeting, and will recess or adjourn at least twenty (20) minutes prior to the scheduled time of the meeting.
- f) Public **Planning Meetings**

Commented [YS2]: Suggestion a)

Commented [YS3]: Suggestion a)

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- i) Council will meet on the ~~fourth-second Tuesday~~ ~~Wednesday~~ of each month at 7 p.m. for a Council Meeting to consider development-related applications and other matters that have been submitted under the *Planning Act*, R.S.O. 1990, c. P.13, as amended.

g) Quorum

- i) A majority of Members shall constitute a Quorum.
- ii) As soon as there is a Quorum after the time appointed for commencement of a Meeting, the Mayor or Chair will call the Meeting to order. If a Quorum is not present 30 minutes after the time appointed for commencement of a Meeting, the Clerk shall indicate that no Quorum is present and the Meeting shall not commence.
- iii) If during the course of a Meeting, Quorum is lost, the Chair shall declare that the Meeting shall be adjourned until the date of the next scheduled Meeting. The agenda items are deemed to be deferred to the next scheduled Meeting.

h) Late Arrival

- i) If a Member arrives late at a Meeting, any prior discussion is not reviewed without the consent of the Members present.

20. Notice of Meetings

a) General Provisions

- i) The Clerk gives Notice of a Meeting by:
 - (a) Posting the annual approved schedule of Meetings; or
 - (b) Using the Town's social media accounts and website; or
 - (c) Publishing Notice on the Town's regular advertising page in the local newspaper; or
 - (d) Providing the agenda to Members and the public; or
 - (e) All of the above.
- ii) Every Notice of a Meeting shall indicate the date, time and place of the Meeting, and the contact information for the Clerk's office.

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- iii) Nothing in this Procedure By-law shall prevent the Clerk from using more extensive methods of Notice.
- iv) Nothing in this Procedure By-law shall prevent the Clerk from using longer timeframes for providing Notice.
- b) Special Meetings of Council or General Committee**
 - i) A special Meeting of Council or General Committee may be called by the Mayor at any time. A special Meeting of Council or General Committee is limited to business matters included in the Notice of Meeting.
 - ii) Upon receipt of a written petition from a majority of the Members of Council, the Clerk will summon a special Meeting of Council or General Committee for the specific purpose and time identified in the petition.
 - iii) In addition to the general Notice provisions in this Procedure By-law, the Clerk shall give Notice of a special Meeting of Council or General Committee by providing an agenda at least twenty-four (24) hours prior to the Meeting or if the Meeting is to be scheduled in less than twenty-four (24) hours, then by providing an agenda at the first opportunity to do so.
- c) Workshop Meetings**
 - i) The Mayor and/or CAO may hold a Workshop Meeting for Members of Council to discuss issues in an informal venue. With the exception of Procedural Matters, no Motions are passed.
 - ii) A record describing, in general terms, the Meeting and the subject matter discussed is made at all Workshop Meetings and placed on a future Council agenda to be received only for the purposes of information.
 - iii) In addition to the general Notice provisions in this section of the Procedure By-law, the Clerk shall give Notice of a Workshop Meeting by providing an agenda at least twenty-four (24) hours prior to the Meeting.
 - iv) Delegations shall not be permitted at Workshop Meetings.
- d) Cancellation or Postponement of Meetings**

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- i) A Meeting may be cancelled or postponed where it is known in advance that Quorum will not be achieved, by Council Resolution, in the event of an emergency or Emergency Weather Event, or where the Meeting is no longer required, as deemed by the CAO.
- ii) Where possible, the Clerk shall give Notice of cancellations or postponements of Meetings by:
 - (a) Providing Notice to each Member by email notification no less than forty-eight (48) hours prior to the time set for the Meeting; or
 - (b) Providing Notice to the public no less than 3 hours by:
 - Posting a Notice on the Town website;
 - Sending a Notice via the Town's social media accounts;
 - Posting a Notice on the Town's regular advertising page in the local newspaper, if time permits; and
 - Where (c) cannot be achieved, posting a Notice at the main entrance to Town Hall.
 - (c) Notwithstanding subsection 19.d) ii), in the case of an emergency or an Emergency Weather Event, the Clerk shall provide Notice to each Member and the public as soon as practically possible.
- iii) Meetings of Committees may be cancelled or postponed by the Clerk, recording secretary, Chair or other assigned person where Quorum cannot be achieved, by Committee resolution, or in the event of an emergency or Emergency Weather Event.
- e) Invalidation of Notice of Meeting
 - i) If a Meeting Notice is substantially given, but varies from the form and manner provided in this Procedure By-law, the ability to hold the Meeting and the actions taken at the Meeting are not invalidated.

21. Closed Session

- a) Matters of Closed Session
 - i) Council or a Committee may, by Resolution, close a Meeting or part of a Meeting to the public in accordance with section 239 of the *Municipal Act, 2001*.

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- ii) Council or a Committee may also resolve into a Closed Session to the public for the following purposes:
 - (a) An ongoing investigation respecting the Municipality, a Local Board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of the *Municipal Act, 2001*, or the investigator referred to in subsection 239.2 (1) of the *Municipal Act, 2001*.
- b) Notice of Closed Session
 - i) Where a matter may be considered by Council or General Committee for discussion in Closed Session, wherever possible, written Notice by way of a published agenda will include:
 - (a) The fact that the Meeting will be closed to the public as provided for in the *Municipal Act, 2001*; and
 - (b) The general nature of the matter to be considered at the Closed Session.
- c) A Motion to close a Meeting or part of a Meeting to the public shall state the:
 - i) Intention to close the Meeting to the public; and
 - ii) General nature of the matter to be considered at the Closed Session, and the grounds for closing the Meeting as set out in the *Municipal Act, 2001*.
- d) Voting during Closed Session
 - i) Only votes relating to procedural matters or direction to staff may be taken during a Closed Session, unless otherwise authorized.
- e) Upon completion of the Closed Session:
 - i) The Members shall immediately reconvene in open session;
 - ii) The Mayor shall report any outcomes on the Closed Session as necessary; and,

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- iii) If applicable, the Members shall vote on any Resolution(s) originating from the Closed Session.
- f) Reporting Out and Confidentiality of Closed Session Discussions
 - i) Any required vote will occur following the Closed Session discussion of a Council or Committee Meeting.
 - ii) Public General Committee and Council Closed Session agendas, minutes or reports shall provide sufficient detail without detrimentally affecting the confidentiality of the matter(s) discussed in Closed Session and the position of the Municipality.
 - iii) Minutes of a Closed Session shall be presented for adoption at a scheduled Meeting of Council that does not occur on the same day.
 - iv) No Member shall disclose or discuss, through written, electronic or verbal communication or any other means, to any individual or corporate third party, any information that has been or will be discussed at a Closed Session of Council or a Committee until such time that Council or a Committee has determined or has been advised by staff that the matter, or any part of the matter, may be made public, subject to review by the head or designate under the *Municipal Freedom of Information and Protection of Privacy Act* or if directed to do so by a court.
- g) Openness and Transparency
 - i) The Clerk shall maintain an annual log of all reports and Resolutions considered in Closed Session, conduct an annual review with the CAO and staff to determine which items are no longer sensitive and/or confidential. The Clerk shall prepare an Annual Report of all Closed Session items approved for public release, and shall post the report on the Town website. Items identified for release shall qualify for 'routine disclosure' in accordance with the Town's freedom of information practices.
- h) Closed Meeting Investigation
 - i) A person may request that an investigation be undertaken to determine whether Council or Committee complied with the requirements of the *Municipal Act, 2001* and this Procedure By-

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law in respect of a Meeting or part of a Meeting closed to the public. A person may initiate such a request by submitting a written request to the Town Clerk.

22. Speaking Order and Limit

- a) The Chair shall maintain a list of Members who have requested to speak or ask questions. The Chair shall designate Members to speak or ask questions in the order in which they appear on the list. The Chair shall give priority to Members who have not spoken to the matter previously.
- b) At Committee Meetings, Members are permitted to speak two (2) times on a matter, the first time being for a maximum of ten (10) minutes, and the second time being for a maximum of five (5) minutes; and
 - i) At Council Meetings, Members are permitted to speak two (2) times on a matter for a maximum of five (5) minutes each time.

23. Rules of Debate

- a) Members' comments are relevant to the matter of business before Council or a Committee. Members should avoid comments intended to be statements or assertions.
- b) Any Member may require a Motion or question under discussion to be read at any time during the debate but not so as to interrupt the Member speaking.
- c) Members shall express themselves succinctly without repetition.
- d) Questions may be asked only of:
 - i) The Chair;
 - ii) Staff;
 - iii) A previous speaker; and,
 - iv) A delegation.

24. Order of Business – General Committee

- a) The order of business of General Committee is set out in the agenda, as follows, where provided for:

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- i) Approval of the Agenda
- ii) Declarations of Pecuniary Interest and General Nature Thereof
- iii) Community Presentations
- iv) Delegations
- v) Consent Agenda
- vi) Advisory Committee Meeting Minutes
- vii) Consideration of Items Requiring Discussion (Regular Agenda)
- viii) Notices of Motion
- ix) New Business
- x) Closed Session
- xi) Adjournment

25. Order of Business – Council

- a) The order of business for the Council is set out in the agenda as follows, where provided for:
 - i) Approval of the Agenda
 - ii) Declarations of Pecuniary Interest and General Nature Thereof
 - iii) Community Presentations
 - iv) Delegations
 - v) Consent Agenda
 - vi) Standing Committee Reports
 - vii) Consideration of Items Requiring Discussion (Regular Agenda)
 - viii) Motions
 - ix) Regional Report
 - x) New Business

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- xi) Public Service Announcements
- xii) By-laws
- xiii) Closed Session
- xiv) Confirming By-law
- xv) Adjournment

26. Order of Business - Other

- a) The order of business for any other meeting type is at the discretion of the Clerk.

27. Record of Meetings

- a) The Clerk records the minutes of Meetings of General Committee and Council without note or comment. The minutes record:
 - i) The date, time and location of the Meeting;
 - ii) The name of the Chair and a record of the attendance at the Meeting;
 - iii) The name and nature of presenters and Delegations; and
 - iv) All Resolutions, decisions and other proceedings of the Meeting;
- b) Minutes of Committees, excluding standing Committees are submitted to General Committee for receipt.
- c) The receipt of Committee minutes, excluding standing Committee minutes, by Council does not constitute endorsement by the Town of any recommendations or actions contained in the minutes.
- d) A General Committee report is submitted to the next regular Council meeting for consideration of the recommendations to Council. The report from General Committee that is presented to Council shall not contain the mover or seconder on each item but rather shall only show recommendations endorsed by the General Committee.
- e) Minutes of each Meeting of Council are presented to the subsequent regular Meeting of Council for approval. The approved minutes form the official record of the Meeting.

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- f) After the Council Meeting minutes have been approved by Council, they shall be signed by the Mayor and Clerk.
- g) Approved minutes of Council, including the report of the General Committee, will be posted on the Town's website as they become available.
- h) The Clerk shall ensure that the minutes of each Meeting are made available to Members within a reasonable amount of time after the holding of such Meeting.

28. Changes in Order of Agenda

- a) The business of General Committee and Council is dealt with in the order stated on the published agenda, unless Council consents to changing the order.

29. Open Forum

- a) Open Forum shall occur fifteen (15) minutes prior to the scheduled General Committee Meeting, any individual may address General Committee to make informal inquiries or to comment on matters of municipal business. Persons speaking at the Open Forum are required to sign the Open Forum Register held by the Clerk or recording secretary prior to being permitted to address General Committee, and shall be limited to a maximum of five (5) minutes each.
- b) Open Forum will not be included in the Meeting minutes, and will not be part of the live streaming of the Meeting.
- c) Speakers at Open Forum shall not make detrimental, offensive or insulting comments, or speak ill of, or malign the integrity of Staff, the public, Council and Committee or other external public agencies. Breach of this section will result in the Chair immediately ending the speaker's time to address the Committee.

30. Declarations of Pecuniary Interest

- a) Members are required to make declarations of pecuniary interest in accordance with the requirements of the *Municipal Conflict of Interest Act* and/or other relevant legislation and shall refrain from speaking to and voting on the matter. At a Meeting at which a Member discloses a pecuniary interest, or as soon as possible afterwards, the Member shall

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file a written statement of the interest and its general nature with the Clerk or the secretary of the Committee or Local Board.

- b) A public registry of all declarations of pecuniary interest will be maintained by the Clerk in accordance with the *Municipal Conflict of Interest Act*.
- c) Where a Meeting is not open to the public, in addition to complying with the requirements set out in the Closed Session section of this Procedure By-law, the Member shall leave the Meeting or the part of the Meeting during which the matter is under consideration.
- d) Where the interest of a Member has not been disclosed by reason of the Member's absence from a particular Meeting, the Member shall disclose the Member's interest and otherwise comply at the first Meeting of Council or Committee, as the case may be, attended by the Member after the particular Meeting.
- e) The Clerk shall record the particulars of any disclosure of pecuniary interest and general nature thereof made by a Member, and this record shall appear in the minutes of that Meeting.

31. Staff and Community Presentations

- a) Staff Presentations
 - i) Staff presentations, if related to a report on the agenda shall occur at the time the report is discussed. Presentations by Staff at Meetings shall be a maximum of ten (10) minutes.
- b) Community Presentations
 - i) Community Presentations may be made by third-parties invited by staff to Council or General Committee on matters of interest to the Town. Such presentations are received or presented by the Chair.
 - ii) Requests to be added to the Community Presentations section of an agenda shall be submitted to the Clerk at least three (3) weeks prior to the Meeting date.
 - iii) Any accompanying materials must be submitted to the Clerk in an electronic format at least three (3) business days prior to the Meeting date.

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- iv) Community Presentations may be up to five (5) minutes. The consent of Council or General Committee is required to extend a presentation beyond five (5) minutes.
- v) The Clerk may limit the frequency and/or number of times a group or individual may appear before General Committee or Council.

32. Delegations at Meetings of Council and General Committee

a) General Provisions

- i) Delegates shall be encouraged to appear at the appropriate Committee first rather than Council.
- ii) Anyone wishing to appear before General Committee or Council shall register as a delegate by submitting the prescribed form to the Clerk no later than 9 a.m. one (1) business day prior to the scheduled Meeting date.
- iii) Delegates shall advise the Clerk that the audio visual equipment will be required and shall submit supporting material to the Clerk for approval in an electronic format no later than 4:30 p.m. on the Friday prior to the Meeting date.
- iv) Delegates requesting specific financial assistance or services in-kind from General Committee or Council shall be directed to a Budget Committee meeting. Requests made outside the Budget Committee Meeting must include a detailed written request to the Clerk prior to the Meeting, which will be forwarded to the appropriate department for review. A decision will not be made at the Meeting where the Delegation is heard.
- v) The Clerk shall give due consideration to the length of the agenda and the number of Delegations and shall advise to the requester the earliest possible date when his/her Delegation may be accommodated. A limit of four (4) Delegations will be considered at a Meeting of General Committee, and two (2) Delegations will be considered at a Meeting of Council.
- vi) The Clerk may limit the frequency and/or number of times a group or individual may appear before General Committee or Council.

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- vii) Delegation requests received after the deadline or limit has been reached will be acknowledged by the Clerk but not placed on an agenda.
 - viii) Delegations at General Committee and Council Meetings shall be on a subject that is within the jurisdiction or influence of local government. Delegations at a Meeting of Council shall be related to an item of business on the agenda.
 - ix) Delegations regarding active planning applications will not be permitted at a Council Meeting
 - x) Delegates shall refrain from making statements or comments that are, in the opinion of the Chair, frivolous or vexatious in nature.
 - xi) Delegates who share the same position on a matter or are from the same organization, are encouraged to speak in one delegation.
 - xii) Delegates shall be restricted to a speaking limit of five (5) minutes, regardless of whether they are representing an organization, association or other group.
 - xiii) The consent of Council or General Committee is required to grant a delegate one (1) extension of up to five (5) minutes at a Council or General Committee Meeting, and to consider more than two (2) Delegations at a Council Meeting.
 - xiv) Delegates who appear before General Committee are not permitted to make a Delegation in relation to the same item at the following Council Meeting, but may submit written material to Members of Council through the Clerk's Office.
- b) Conduct of Delegates**
- i) Delegates shall not make detrimental, offensive or insulting comments, or speak ill of, or malign the integrity of Staff, the public, Council or Committee or other external public agencies.
 - ii) Delegates who contravene this section will not be permitted to finish their delegation and will be asked by the Chair to take their seat in the audience.

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- c) Delegations at Council Meetings
 - i) Anyone wishing to speak on an item that is not on the Council agenda shall be directed to appear at the Open Forum session that precedes the General Committee Meetings. Alternatively, the Delegation may be placed on a Committee agenda to address an issue that is not on the Council agenda.
- d) Delegations at Public Planning Meetings
 - i) Any person may speak on a matter on the agenda at a Public Planning Meeting. The delegate shall not speak for more than five (5) minutes, but may have an opportunity to speak more than once on the agenda item.
 - ii) There will be a maximum of two rounds of speaking per item at Planning Committee meetings.
 - iii) Staff will respond to queries, when appropriate, after the second round of speaking. Any remaining queries will be addressed in a future staff report.

Commented [YS4]: Suggestion b)

33. Consent Agenda

- a) Consent Agenda will include the following items that do not have presentations or Delegations:
 - i) Receipt of the Minutes (i.e. Special Council, Workshop, Closed Session) (Council Meeting agenda only);
 - ii) Procurement items that are within the approved budget;
 - iii) Communications addressed to Council;
 - iv) Information reports requested by Council through motions; and
 - v) Items as directed by the CAO or Clerk.
- b) Questions of clarification may be asked by Members about any consent item during the adoption of the Consent Agenda without requiring a separate vote.
- c) Members shall identify any items contained on the Consent Agenda which they wish to speak to and the matter shall be extracted from the

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Consent Agenda to be dealt with separately under Consideration of Items Requiring Discussion (Regular Agenda).

- d) In the event that a Member declares a pecuniary interest on an item that is included on the Consent Agenda, that item shall be considered under Consideration of Items Requiring Discussion (Regular Agenda).
- e) Items on the Consent Agenda or the balance of the items, as the case may be, shall be adopted in one Motion.

34. Notice of Motion

- a) A Member desiring to introduce a subject for discussion by Council will provide the proposed Notice of Motion to the Clerk in writing for inclusion in a regular agenda of General Committee by 12 p.m. on the Wednesday prior to the meeting.

- ~~b)~~ The Motions ~~will~~ may be included on the next Council agenda for consideration and disposition.

Commented [YS5]: Housekeeping change – Only if the Notice of Motion is not in order

- ~~b)c)~~ Closed Session Notices of Motion may be published as part of a General Committee or Council agenda to fulfil Notice provisions. The subsequent Motion will be brought forward to the next scheduled Council Closed Session meeting, or to a meeting agreed to by the authoring Member and the Clerk.

Commented [YS6]: Suggestion c)

- ~~e)d)~~ The CAO or Staff may be requested to comment on the Motion raised in this section, but no staff report will be prepared unless the Motion, once adopted by Council, is referred to staff for a further report.

- ~~e)e)~~ It is the duty of the Member to:

- i) Prepare the proposed Motion in writing.
- ii) Submit the proposed Motion to the Clerk
- iii) Ensure the content of the proposed Motion allows for it to be published on a public agenda.

35. Regional Report

- a) The representative of the Town on Regional Council will provide a report at regular Meetings of Council on matters of interest to the Town, when available.

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36. New Business

- a) Any Member of Council or a Committee, at any Meeting, may present and introduce any matter of new business during the New Business portion of the Meeting, and shall have regard to the following guidelines:
 - i) Members are encouraged to raise operational matters prior to the Meeting through the CAO, Director or appropriate Staff;
 - ii) Members are discouraged from raising substantive policy matters, in particular consideration of corporate policies or by-laws; ~~and,~~
 - iii) ~~Members of Council are encouraged to raise announcements and community events under the Public Service Announcements portion of the Council agenda;- and,~~
 - iv) ~~Members may speak for no more than three (3) minutes on New Business, unless the consent of Council is granted.~~

Commented [YS7]: Suggestion d)

37. Public Service Announcements

- a) Members may speak for no more than three (3) minutes on public service announcements and community events, unless the consent of Council is granted.

38. By-laws

- a) By-laws are considered by Council and approved by Motion.
- b) Every by-law adopted by Council is done so under the seal of the Town and signed by the Clerk and the Mayor.
- c) All by-laws shall be given first, second and third readings in a single Motion, unless a Member wishes to discuss the contents of a by-law, at which time the subject by-law shall be removed from the Motion and dealt with separately.
- d) The following types of by-laws may be presented directly to Council without an accompanying staff report:
 - i) Those directed to be presented directly to Council by General Committee or Council;

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- ii) The appointment of staff for **statutory positions**, by-law inspection, municipal law enforcement and provincial offences administration;
 - iii) Consolidation of by-laws or housekeeping amendments;
 - iv) General by-laws where the purpose and intent of the by-law has been clearly authorized by a previous resolution;
 - v) A by-law to levy interim property taxes;
 - vi) A by-law to set tax rates in accordance with the approved budget;
 - vii) Part-lot control by-laws;
 - viii) Assumption by-laws;
 - ix) A by-law to establish a public highway;
 - x) Minor amendments resulting from changes to provincial enabling legislation; and,
 - xi) Other administrative by-laws deemed appropriate by the CAO.
- e)** Every Council Meeting shall be confirmed by by-law so that every decision of Council at that Council Meeting and every Resolution of the Meeting shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
- f)** All amendments to any by-law approved by Council shall be deemed to be incorporated into the by-law and if the by-law proposing the amendment is enacted by Council, the amendments shall be inserted by the Clerk.
- g)** All by-laws, including the confirming by-law, shall be voted on prior to Adjournment.

39. Adjournment

- a)** No item of business shall be considered at a Meeting of Council or General Committee after 10:30 p.m. unless a majority of the Members present enact a resolution to extend the hour. The Resolution must include a proposed time for adjournment of the Meeting.

Commented [YS8]: Housekeeping change to reflect current practices

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40. Correspondence

- a) Where correspondence is not requested to be included in a Council or General Committee agenda, it is circulated by the Clerk to Members, the CAO, Directors and applicable Staff for their information, and forms a part of the Clerk's records.
- b) Where correspondence has been requested to be included on a Council or General Committee Meeting agenda or on the request of a Member to the Clerk, correspondence is placed on the General Committee meeting agenda for consideration. Where required due to urgency or timing, correspondence may be considered directly by Council as an Additional Item.
- c) The Council's receipt of correspondence does not constitute endorsement of the correspondence by the Town of any recommendations it may contain or actions it may advocate.

41. Petitions

- a) Petitions may be submitted to the Clerk and will include a minimum of two (2) persons and their respective addresses unless otherwise required by law, and a clear statement of the purpose for the petition.
- b) If the petition meets the requirements of the Petition Policy and/or any other related Town Policies, the request conveyed in the petition will be considered by General Committee for disposition. Where required due to urgency or timing, petitions may be considered directly by Council.
- c) Staff may prepare recommendations related to the matter for Council's consideration.
- d) The Town is not accountable for the accuracy or reliability of petitions that are submitted.

Commented [YS9]: Housekeeping change

42. Motions from Other Municipalities

- a) All requests for endorsement of resolutions from other municipalities will be electronically circulated to Council and acknowledged by the Clerk, with the advice that the Town does not take action on resolutions received from other municipalities, but rather makes its position known through the appropriate municipal association, or alternatively, directly to the relevant Minister or government leader.

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- b) A Member of Council may request that a resolution from another municipality be added to a General Committee agenda for consideration.
- c) The Council's receipt of resolutions from other municipalities does not constitute endorsement by the Town of any recommendations or actions they may contain.

43. Motions – Impact on Corporate Resources

- a) The CAO will advise on the appropriate means of disposition for matters that make an impact on administration.
- b) Council is not required to pass a Motion that makes an impact on corporate resources where a matter:
 - i) Has already been approved by Council;
 - ii) Is considered by the CAO to be minor in nature; and/or,
 - iii) Falls within existing service levels.

44. Procedures Concerning Motions

- a) General Rules
 - i) Every Motion in any Meeting of Council or Committee requires a mover and a seconder.
 - ii) When duly moved and seconded, every Motion, other than a Motion to adjourn, recess, table or suspend the rules of this Procedure By-law, is open for discussion.
 - iii) No debate is permitted on any Motion or amending Motion until it has been properly seconded.
 - iv) A Member may move a Motion in order to initiate discussion and debate, but vote in opposition to the Motion. A seconder of the Motion may vote against the Motion.
 - v) A Motion or amending Motion may not be withdrawn without the consent of the mover and seconder.
 - vi) The Chair of a Meeting of Council or a Committee will not move or second a Motion.

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All Members of Council or a Committee will vote on all Motions except in the instance where the Member refrains from voting on an issue due to a declaration of a pecuniary interest in the matter by the Member. If any Member does not vote, he/she will be deemed as voting in the negative (except where prohibited from voting by statute).

b) Motion under Debate

- i) When a Motion is under debate, no other Motion may be considered except for the following Motions, to be considered in the listed order of priority:
 - (a) To adjourn;
 - (b) To recess;
 - (c) To table an item;
 - (d) To put the question to a vote or call the vote;
 - (e) To defer;
 - (f) To refer;
 - (g) To amend.

c) Motion to Adjourn

- i) A Motion to adjourn means a Motion to end a Meeting.
- ii) A Motion to adjourn is not debatable and shall always be in order except when:
 - (a) Another Member is in possession of the floor;
 - (b) A vote has been called; or
 - (c) Members are voting.
- iii) A Motion to adjourn is not amendable, except when moved to set future time for adjourning.
- iv) A Motion to adjourn shall take precedence over any other Motion and shall be put immediately without debate.

d) Motion to Recess

- i) A Motion to recess means to suspend a meeting for a specific length of time.
- ii) A Motion to recess when other business is before the Meeting:

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- (a) Specifies the length of time of the recess;
 - (b) Is debatable as to the length or timing of the recess; and
 - (c) Can only be amended with respect to the length of the recess.
- e) Motion to Table
 - i) A Motion to table means to postpone a matter without setting a definite date for future discussion for a matter. A tabled Motion that has not been decided on by Council during the term of Council in which the Motion was introduced is deemed to have been withdrawn.
 - ii) A Motion to table:
 - (a) Is not to be amended or debated; and
 - (b) Applies to the Motion and any amendments thereto under debate at the time when the Motion to table was made.
 - iii) If the Motion to table carries, in the absence of any direction from Council, the matter may not be discussed until the CAO, or a Member through a Motion, brings it forward to a subsequent Meeting.
- f) Motion "To Put the Question to a Vote" or "To call the Vote"
 - i) A Motion "To Put the Question to a Vote" or "To call the Vote" means to stop debate and immediately proceed to vote on the Motion.
 - ii) Any Member may request the Chair "To Put the Question to a Vote" or "To call the Vote" by presenting a Motion that the question "now be put to a vote." A Motion to put the question to a vote must:
 - (a) Be seconded;
 - (b) Is not open to debate;
 - (c) Immediately put to a vote without debate;
 - (d) Requires a 2/3 majority vote to close debate.
- g) Motion to Refer

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- i) A Motion to refer means to direct a matter under discussion by Council or a Committee to Staff or another Committee for further examination or review.
 - ii) A Motion to refer a matter under consideration to a Committee or to Staff:
 - (a) Shall be debatable as to the rationale of referring, and cannot go into the merits of the Motion or subject being referred; and
 - (b) May be amended as to the Committee or group to whom it is being referred, as to the time the Committee or Staff reports back, and as to directions given to the Committee or Staff; and
 - (c) Includes the terms on which the Motion is being referred and the time at which the matter is to be returned; and
 - (d) Includes the reasons for the referral.
 - iii) This Motion may be delayed by the Chair in order to permit Members on the speaking list to speak.
- h) Motion to Defer**
- i) A Motion to defer means to postpone all discussion on a matter until a future date or time, one which is established as part of the Motion.
 - ii) A Motion to defer to a certain time or date:
 - (a) Is open to debate as to advisability of postponement and cannot go into the merits of the Motion or subject being postponed; and
 - (b) May be amended as to the time or date to which the matter is to be deferred.
 - iii) This Motion may be delayed by the Chair in order to permit Members on the speaking list to speak.
- i) Motion to Amend**
- i) The purpose of this Motion is to modify a Motion. It cannot be used to directly contradict or negate the effect of another Motion.
 - ii) A Motion to amend:

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- (a) Is open to debate; and,
 - (b) Is to be relevant to the main Motion; and
 - (c) Is applied to a Motion at one time, and that amendment may be amended [by a secondary amendment], which then cannot be amended.
- iii) If a Motion to amend is not considered a Friendly Amendment, then the Motion to amend:
 - (a) If more than one Motion, will be put to a vote in the reverse order to that in which they were moved;
 - (b) Will be decided upon or withdrawn before the main Motion is put to the vote;
 - (c) Will not be amended more than once, provided that further amendments may be made to the main Motion; and,
 - (d) Will not be directly contrary to the main Motion.
- j) Motion Containing Two or More Matters
 - i) When the Motion under consideration concerns two (2) or more matters, the Chair, upon the request of any Member, will direct that the vote upon each matter be taken separately. Such request may also be made by the Chair.
 - ii) A vote on the main Motion or the Motion, as amended, may be split for the purpose of complying with the *Municipal Conflict of Interest Act*, or at the discretion of the Chair.
- k) Withdrawal of Motion
 - i) A request to withdraw a Motion:
 - (a) May only be made by the mover of the Motion;
 - (b) Requires consent of the seconder of the Motion; and,
 - (c) Is in order any time during the debate.
- l) Adoption in a Single Motion
 - i) One or more items on an agenda may be adopted in a single Motion.

45. Voting

a) General Rules

- i) After a Motion is finally put to a vote by the Chair, no Member speaks to it nor will any other Motion be made until after the vote is taken and the result has been declared.
- ii) All Members of Council or a Committee will vote on all Motions. Failure by any Member to announce his/her vote openly and individually, including an "abstention," is deemed to be a vote in the negative.
- iii) Each Member present and voting announces or indicates his/her vote upon the Motion openly and individually, and no vote is taken by ballot, or any other method of secret voting.

b) Majority Vote

- i) A majority means more than half of the Members present, or:

- ~~(a) If 9 Members present: 5~~
- ~~(b) If 8 Members present: 5~~
- ~~(c)~~(a) If 7 Members present: 4
- ~~(d)~~(b) If 6 Members present: 4
- ~~(e)~~(c) If 5 Members present: 3

Commented [YS10]: Housekeeping change

- ii) Unless this Procedure By-law states otherwise, a matter passes when a majority of Members present vote in the affirmative.
- iii) Where required in this Procedure By-law, a two-thirds majority means 2/3 of the Members present, or:

- ~~(a) 2/3 of 9: 6~~
- ~~(b) 2/3 of 8: 6~~
- ~~(c)~~(a) 2/3 of 7: 5
- ~~(d)~~(b) 2/3 of 6: 4
- ~~(e)~~(c) 2/3 of 5: 4
- ~~(f)~~(d) 2/3 of 4: 3

Commented [YS11]: Housekeeping change

c) Tie Vote

- i) Any Motion on which there is a tie vote is deemed to be defeated.

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- d) Recorded Vote**
- i) A recorded vote is only permitted at Council Meetings and will be taken at the request of a Member prior to the commencement of the vote being taken or immediately thereafter.
 - ii) A Member of Council's failure to participate in a recorded vote when he/she has not declared a pecuniary interest is deemed to be a negative vote.
 - iii) A recorded vote at Council Meetings will be taken as set out in a) or b) below:
 - (a) Each Member announces his/her vote openly, and the Clerk records his/her vote in the minutes. Votes are called in random order as determined by the Clerk.
 - (b) Each Member first indicates his/her vote by using an electronic device. Each Member's vote is then electronically displayed on a screen, and the Clerk announces the outcome of the vote and records each Member's vote in the minutes.
 - iv) Notwithstanding recorded votes, a record or notation of a Member's opposition to an issue is not recorded in any Meeting minutes.

46. Reconsideration of a Matter

- a)** Council cannot reconsider a matter until six (6) months have passed from the date of the matter's original disposition by Council, except upon a vote in the affirmative of two-thirds majority of the Members present.
- b)** Decisions which contractually bind the Town shall not be reconsidered.
- c)** A Motion to reconsider shall be introduced by way of a Notice of Motion and considered either at the next Council Meeting or at a special Meeting called to reconsider the Motion unless the Council, without debate, dispenses with the requirement for a Notice of Motion on a two-thirds vote.
- d)** A Motion to reconsider is debatable, which debate will be restricted to the rationale for reconsidering the matter, and no debate of the main Motion shall be allowed until the Motion for reconsideration is carried.

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- e) Once the reconsideration Motion has carried, the matter is reopened in its entirety unless the reconsideration Motion specifies otherwise.
- f) If the matter is reopened, all previous decisions of the Council remain in force until the Council decides otherwise.
- g) No Motion to reconsider may, itself, be the subject of a Motion to reconsider.
- h) Notwithstanding the time period set out in s. 46 (a), if a Council matter was lost as a result of a tie vote due to an absent Member, the matter may be reconsidered at the next Council meeting via a Motion to reconsider carried by a majority of the Members present.

47. Point of Order

- a) A Member may interrupt the person who has the floor to raise a Point of Order when such Member feels that there has been:
 - i) A deviation or departure from this Procedure By-law; or
 - ii) A deviation from the matter under consideration and the current discussion is not within the scope of the proposed Motion.
- b) Upon hearing such Point of Order, the Chair decides and states his/her ruling on the matter.
- c) Upon hearing the Point of Order ruling, a Member only addresses the Chair for the purpose of appealing the Chair's decision to the Council or a Committee.
- d) If no Member appeals, the decision of the Chair is final.
- e) If a Member appeals the Chair's ruling to the Council or a Committee, the Member has the right to state his/her case, the Chair has the right to reply and the Council or Committee decides the question of whether the decision of the Chair be sustained without further debate. The decision of the majority of the Members who are present at the Meeting is final.

48. Point of Personal Privilege

- a) A Member may rise at any time on a Point of Personal Privilege where such Member feels that the health, safety, rights, or integrity of his/her own person, the Council, a Committee Member, Staff or anyone

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present at the Meeting has been called into question by another Member or by anyone present at the Meeting.

- b) Upon hearing such Point of Personal Privilege, the Chair decides and states his/her ruling on the matter.
- c) Where the Chair rules that a breach of privilege has taken place, he/she demands that the offending Member or individual apologize and, failing such apology, requires said Member or individual to vacate the Meeting room for the duration of the Meeting.
- d) With the exception of providing an apology, the Member addresses the Chair for the purpose of appealing the Chair's ruling of a breach of privilege to the Council or a Committee.
- e) If no Member appeals, the decision of the Chair is final.
- f) If a Member appeals the Chair's ruling to the Council or a Committee, the Member has the right to state his/her case, the Chair has the right to reply and the Council or Committee decides the question of whether the decision of the Chair be sustained without further debate. The decision of a majority of the Members who are present at the Meeting is final.

49. Public Record

- a) All communications that the Clerk receives about a matter on the agenda of a public or open Meeting will form part of the public record. Personal information and opinions in communications are part of the public record unless the author of the communication requests the removal of his/her personal information when submitting it, or where confirmed by the Clerk.

50. Administrative Authority of Clerk

- a) The Clerk is authorized to amend by-laws, minutes and other Council and Committee documentation for technical, typographical or other administrative errors and omissions for the purpose of ensuring an accurate and complete record of proceedings.
- b) The Clerk is authorized to create and amend an annotated version of the Procedure By-law from time to time, to assist Members in complying with the rules as enforced and interpreted.

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51. Recording, Broadcasting and/or Live Streaming Meetings

- a) All Meetings with a Quorum of Members shall be audio and/or visually recorded, broadcast and/or live streamed publically by the Town, with the exception of Meetings closed to the public provided for in the Closed Session section of this Procedure By-law.
- b) All Meetings of Committee of Adjustment, Property Standards Committee, and other quasi-judicial bodies or Committees of the Town shall be audio and/or visually recorded, broadcast and/or live streamed publically by the Town, with the exception of Meetings closed to the public provided for in the Closed Session section of this Procedure By-law.
- c) Attendees using their own recording, broadcasting and/or streaming devices are encouraged to inform the Clerk or recording secretary to ensure attendees at the Meeting are notified through the Chair.
- d) The approved minutes of a Meeting will form the official record of the Meeting. Any audio, video, or other record of the Meeting shall not be considered an official record.

52. Review of Procedure By-law

- a) Council shall review this By-law within the first six (6) months of the second year of each term of Council.
- b) The Clerk shall bring forward housekeeping amendments, as required or as directed by Council.

53. Severability

- a) Each and every one of the provisions of this Procedure By-law is severable and if any provisions of this Procedure By-law should, for any reason, be declared invalid by any Court, it is the intention and desire of Council that each and every one of the then remaining provisions of this Procedure By-law shall remain in full force and effect.

54. Enactment

- a) By-law Number XXX be and is hereby repealed.
- b) This By-law shall come into full force and effect on DATE.



Attachment No. 2 – Proposed 2020 Meeting Schedule

January 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30 Town Hall Closed	31 New Year's Eve Town Hall Closed	1 New Year's Day Town Hall Closed	2	3 School Christmas Break Ends	4
5	6	7 9:30 a.m. Joint Council Committee (Newmarket)	8 7 p.m. Aurora Cultural Centre Board	9 7 p.m. Committee of Adjustment (CC)	10	11
12	13	14 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	15 7 p.m. Aurora Public Library Board	16	17	18
19	20	21 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	22	23	24	25
26	27	28 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	29	30	31	

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



February 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 7 p.m. Heritage Advisory Committee (HR)	4 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	5	6 7 p.m. Committee of Adjustment (CC) *	7	8
9	10	11 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	12 7 p.m. Accessibility Advisory Committee (HR) 7 p.m. Aurora Cultural Centre Board	13	14	15
16	17 Family Day Town Hall Closed	18 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	19 7 p.m. Aurora Public Library Board	20 7 p.m. Community Advisory Committee (HR)	21	22
23	24	25 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	26	27	28	29

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

March 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 9:30 a.m. Joint Council Committee (HR) 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	4	5	6	7
8	9	10 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	11 6:30 p.m. Aurora Cultural Centre Board (Public Meeting) 7 p.m. Accessibility Advisory Committee (HR)	12 7 p.m. Committee of Adjustment (CC)	13	14
15	16 School Mid-Winter Break Begins	17	18 7 p.m. Aurora Public Library Board	19	20 School Mid-Winter Break Ends	21
22	23	24 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	25	26	27	28
29	30	31 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)				

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

April 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 7 p.m. Heritage Advisory Committee (HR)	7 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	8 7 p.m. Accessibility Advisory Committee (HR) 7 p.m. Aurora Cultural Centre Board	9 7 p.m. Committee of Adjustment (CC) Passover (First Day)	10 Good Friday Town Hall Closed	11
12 Easter Sunday	13 Easter Monday	14 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	15 7 p.m. Aurora Public Library Board	16 7 p.m. Community Advisory Committee (HR) Passover (Last Day)	17	18
19	20	21 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	22	23	24	25
26	27	28 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	29 Art Show	30 Art Show		

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

May 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
					Art Show	Art Show
3	4	5	6	7	8	9
Art Show		<p>9:30 a.m. Joint Council Committee (Newmarket)</p> <p>5:45 p.m. Council Closed Session (if required) (HR)</p> <p>7 p.m. General Committee (CC)</p>		<p>7 p.m. Committee of Adjustment (CC) *</p>		
10	11	12	13	14	15	16
		<p>5:45 p.m. Finance Advisory Committee (HR)</p> <p>7 p.m. Public Planning (CC)</p>	<p>7 p.m. Accessibility Advisory Committee (HR)</p> <p>7 p.m. Aurora Cultural Centre Board</p>			
17	18	19	20	21	22	23
	Victoria Day Town Hall Closed	<p>5:45 p.m. Council Closed Session (if required) (HR)</p> <p>7 p.m. General Committee (CC)</p>	<p>7 p.m. Aurora Public Library Board</p>			
24/31	25	26	27	28	29	30
		<p>5:45 p.m. Council Closed Session (if required) (HR)</p> <p>7 p.m. Council (CC)</p>				

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

June 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 7 p.m. Heritage Advisory Committee (HR)	2 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	3	4 FCM Conference Toronto	5 FCM	6 FCM
7 FCM	8	9 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	10 6:30 p.m. Aurora Cultural Centre Board (Public Meeting) 7 p.m. Accessibility Advisory Committee (HR)	11 7 p.m. Committee of Adjustment (CC)	12	13
14	15	16 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	17 7 p.m. Aurora Public Library Board	18 7 p.m. Community Advisory Committee (HR)	19	20
21	22	23 6:15 p.m. Audit Committee (CC) 7 p.m. Council (CC)	24	25	26	27
28	29	30				

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

July 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Canada Day Town Hall Closed	2	3	4
5	6	7 9:30 a.m. Joint Council Committee (HR) 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	8 7 p.m. Aurora Cultural Centre Board	9 7 p.m. Committee of Adjustment (CC)	10	11
12	13	14 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

August 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Civic Holiday Town Hall Closed	4 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	5	6 7 p.m. Committee of Adjustment (CC) *	7	8
9	10	11 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	12 7 p.m. Aurora Cultural Centre Board	13	14	15
16 AMO Conference Ottawa	17 AMO	18 AMO	19 AMO	20	21	22
23	24	25	26	27	28	29
30	31					

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

September 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 9:30 a.m. Joint Council Committee (Newmarket)	2	3	4	5
6	7 Labour Day Town Hall Closed	8 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	9 6:30 p.m. Aurora Cultural Centre Board (Public Meeting) 7 p.m. Accessibility Advisory Committee (HR)	10 7 p.m. Committee of Adjustment (CC)	11	12
13	14 7 p.m. Heritage Advisory Committee (HR)	15 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	16 7 p.m. Aurora Public Library Board	17 7 p.m. Community Advisory Committee (HR)	18	19 Rosh Hashanah
20	21	22 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	23	24	25	26
27	28 Yom Kippur	29 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	30			

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

October 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	7	8 7 p.m. Committee of Adjustment (CC)	9	10
11	12 Thanksgiving Day Town Hall Closed	13 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	14 7 p.m. Accessibility Advisory Committee (HR) 7 p.m. Aurora Cultural Centre Board	15	16	17
18	19	20 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	21 7 p.m. Aurora Public Library Board	22	23	24
25	26	27 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	28	29	30	31

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



Attachment No. 2 – Proposed 2020 Meeting Schedule

November 2020

General Committee Meeting Agenda
Tuesday, November 19, 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 7 p.m. Heritage Advisory Committee (HR)	3 9:30 a.m. Joint Council Committee (HR) 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	4	5	6	7
8	9	10 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	11 7 p.m. Accessibility Advisory Committee (HR) 7 p.m. Aurora Cultural Centre Board Remembrance Day	12 7 p.m. Committee of Adjustment (CC)	13	14
15	16	17 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	18 7 p.m. Aurora Public Library Board	19 7 p.m. Community Advisory Committee (HR)	20	21
22	23	24 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	25	26	27	28
29	30					

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

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Attachment No. 2 – Proposed 2020 Meeting Schedule

December 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. General Committee (CC)	2	3	4	5
6	7	8 5:45 p.m. Finance Advisory Committee (HR) 7 p.m. Public Planning (CC)	9 6:30 p.m. Aurora Cultural Centre Board (Public Meeting) 7 p.m. Accessibility Advisory Committee (HR) 7 p.m. Aurora Public Library Board	10 7 p.m. Committee of Adjustment (CC)	11 Hanukkah (First Day)	12
13	14	15 5:45 p.m. Council Closed Session (if required) (HR) 7 p.m. Council (CC)	16	17	18 Hanukkah (Last Day)	19
20	21 School Christmas Break Begins	22	23	24 Christmas Eve	25 Christmas Day Town Hall Closed	26 Boxing Day
27	28	29	30	31 New Year's Eve		

(CC) Council Chambers

(HR) Holland Room

(LR) Leksand Room

Revision: DRAFT-Alternative



**Town of Aurora
General Committee Report No. FS19-033**

Subject: Prudent Investor Option Analysis
Prepared by: Laura Sheardown, Financial Management Advisor
Department: Finance
Date: November 19, 2019

Recommendation

- 1. That Report No. FS19-033 be received; and**
- 2. That staff be directed to work with ONE Investment to bring information to the Financial Advisory Committee relating to the implementation of a Prudent Investor regime, including any Investment Policy Statement and agreement requirements associated with the establishment of a Joint Investment Board for its review and comment; and**
- 3. That staff be directed to bring any resultant recommendations to Council for consideration.**

Executive Summary

This report outlines:

- There are several benefits of investing under a Prudent Investor regime
- The Legal list of investment options differs significantly from the options available as a Prudent Investor under ONE Fund
- The Town has two options available to it for the implementation of a Prudent Investor regime
- There are risks and potential drawbacks of the Prudent Investor regime that should be considered
- Should the Town decide to adopt a Prudent Investor Regime as a Founding Municipality via the ONE Joint Investment Board, specific steps are required

Background

Investing under the *Municipal Act, 2001 (Act)* and O. Reg 438/97 (Regulation) is divided into the prescribed list of securities which is more commonly referred to as the Legal

List (LL) and the recently added Prudent Investor (PI) regime. The LL restricts what municipalities can invest in and how much they can invest in any one investment vehicle. The new PI regime allows the municipality to access a wider variety of investments, but also includes a new governance model. Under the PI regime, control and management of the funds not required immediately by the municipality is given to a municipal service board, Investment Board (IB) or a Joint Investment Board (JIB) to invest on behalf of the municipality.

On October 8, 2019, Council directed staff to study and report back on the possible benefits of transitioning the Town of Aurora to the PI regime.

Analysis

There are several benefits of investing under a Prudent Investor regime

The PI regime expands municipal investment opportunities. The restrictions built into the LL leads quite often to an underlying concentration risk within the municipality's investment portfolio. Concentration risk arises when investments are made in closely related securities (asset class, geographical location or sector). A PI regime offers a much more diverse list of investment products and eliminates all geographical limitations. A PI regime allows for the possible mitigation of the following risks:

Risk Adjusted Returns

Municipalities are stewards of public funds and the preservation of capital is a key priority that needs to be carefully balanced with the need for returns. The Town of Aurora's budget is under pressure to maximize revenues while minimizing the need for property tax increases. Currently, Aurora depends on more than \$1.5M in annual investment income to keep the tax levy down, plus the portion of investment income that is used to 'pay' the reserves their annual interest allocation.

Diversification

By removing investment restrictions under the PI regime, the municipality is able to better diversify its investments. By investing municipal funds in multiple markets, sectors and products the municipality can better protect itself from losses incurred in one of its investments. Under the PI, the Town of Aurora will be able to invest in:

- A broader array of investment products facilitating the development of a more diversified investment portfolio;
- The Global markets as securities in equity and fixed income markets outside of Canada are influenced by a different set of factors than Canadian securities; and
- Investments with greater returns by tolerating a higher level of risk over a small portion of the investment portfolio and identifying investments that the portfolio managers feel are undervalued and therefore represent a mispriced investment opportunity.

The Legal List of investment options differs significantly from the options available as a Prudent Investor under ONE Fund

ONE Investment's PI offerings will be a mix of its current LL options and two new funds that will only be available to PI investors – a Global Equity Fund and a Global Bond Fund. Assuming that the PI offerings had been available for the past five years (2014-2018), modelling calculations show that the PI approach would have increased a municipality's return by 2.69% over the LL approach. There is no guarantee of better returns year-to-year through the PI approach, but over a longer period of time it should prove to be beneficial.

The Town has two options available to it for the implementation of a Prudent Investor regime

The Town of Aurora has two options for implementing the Prudent Investor regime:

- Establishing a Town of Aurora Investment Board
- Establishing a Joint Investment Board

Establishing a Town of Aurora Investment Board

Although the Town of Aurora qualifies under the Act to create its own IB, staff do not recommend this option as the costs of establishing and running the IB would outweigh any potential gains made through the wider range of investment powers. To date, the City of Toronto is the only municipality to establish its own IB.

Establishing a Joint Investment Board

As noted in the previous report to Council, ONE Investment is the only organization which is actively working to establish a JIB. Staff have been working with ONE

Investment staff and eight other municipalities, listed below, to become founding members of the ONE Investment JIB. The other founding municipalities are:

- County of Essex
- Municipality of Clarington
- District of Muskoka
- Town of Huntsville
- City of Kenora
- Town of Whitby
- Town of Bracebridge
- Town of Innisfil

The costs of establishing and operating an individual IB are significant and would likely more than offset any possible incremental returns that could be achieved through an IB. By joining the ONE JIB, the Town of Aurora would benefit from the expertise and oversight of an IB while sharing the costs among all participating municipalities that are investing under its umbrella.

There are risks and potential drawbacks of the Prudent Investor regime that should be considered

The new governance structure for the PI regime has some associated risks. A municipality that passes a by-law to adopt the PI regime cannot revoke that by-law. This means that if the Town of Aurora was to adopt the PI regime, it cannot go back to investing money that is not immediately required in accordance with the LL unless a regulation authorizing the municipality to do so is made by the Lieutenant Governor of Ontario.

Additionally, a municipality must delegate its powers to invest money not immediately required to an IB or JIB. As per the Regulation, Councillors and municipal staff cannot be appointed as members of the IB or JIB, except for the municipal treasurers provided that they do not make up more than 25% of the board.

This change in control is mitigated by the Investment Policy Statement (IPS), which allows Council to define its objectives for return on investment, its risk tolerance and need for liquidity. Council, or in the Town of Aurora's situation the Finance Advisory Committee, must review its IPS at least annually. Through the IPS, Council maintains its strategic control over its investments.

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Report No. FS19-033

If Council decides to proceed with the PI regime, staff will determine how the Town defines 'money not required immediately' and management of those funds would be given to the IB or JIB for the purpose of investing. Any funds that do not fall within that definition will remain under the control and management of the Town.

There are no guarantees of better returns by investing under the PI regime. A broader array of investments will expose the Town to a wider range of risks and although this approach has been successful in the past, there are no guarantees for the future.

Under the PI regime, the Town of Aurora will be giving up its management and control over the investment of money not required immediately. The Town will have to rely on the expertise, experience, good faith and diligence of ONE JIB and ONE Investment staff. ONE investment is a non-profit corporation founded by LAS that has more than 25 years of experience in offering investment products and vehicles for the municipal sector. ONE investment's main purpose is to make available, and lower the cost of, investment products and services in a manner consistent with the investment objectives of municipalities and public sector bodies.

Staff believe that the individuals within the ONE JIB and ONE Investment are the right ones for the job and that moving to the PI regime is the preferred course of action for the Town of Aurora.

Should the Town decide to adopt a Prudent Investor Regime as a Founding Municipality via the ONE Joint Investment Board, the following steps are required

The steps required to adopt the PI regime and enter into the ONE JIB as a founding member will require multiple consultations with the Financial Advisory Committee to help revise the Town of Aurora's Investment Policy Statement in order to meet the PI regime requirements.

Staff will also bring forward an authorizing by-law that will provide approval to create the JIB as well as enter into an agreement as a founding member of the ONE JIB. Finance staff will work with Legal Services as well as the Town Clerk in an effort to make this process as straightforward and simple as possible.

Advisory Committee Review

Not applicable.

Legal Considerations

Recent amendments to the *Municipal Act, 2001* (Act) and changes to O. Reg. 438/97 (Regulation) provide eligible municipalities the option to invest money that it does not require immediately according to the prudent investor standard.

Financial Implications

The prudent investor regime provides municipalities with a new and very different approach to investing for municipalities although it is an approach that has been used by trustees in Ontario for almost two decades. The successful implementation of a prudent investor regime could provide municipalities with higher risk-adjusted returns over the long-term. The prudent investor regime, however, can only be accessed through an investment board or a joint investment board.

Other issues for consideration include the loss of control and management in respect of the day-to-day investment decisions relating to cash that is not required immediately by the Town; the fact that there is no guarantee of improved investment returns and that the governance structure in the context of multiple municipalities is untested in Ontario.

Communications Considerations

There are no Communications considerations beyond posting this report to the Town website.

Link to Strategic Plan

Investment of the surplus and reserve funds of the Town, contributes to achieving the Strategic Plan guiding principle of 'Leadership in Corporate Management' and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

1. Council may choose to accept, amend or reject any or all of the recommendations of this report.

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Conclusions

Given the opportunity for risk reduction and greater returns, the PI regime is an opportunity that the Town of Aurora should pursue. ONE Investment is in the process of establishing ONE JIB so the costs of set-up to the municipality are greatly minimized. The Town of Aurora, through cost sharing with other municipal investors, would have access to the necessary expert investment and municipal financial advice. Additionally, the ongoing maintenance costs would be shared with all municipal investors making it a more affordable option. Being a founding municipality would give The Town of Aurora access to benefits that it would not get if it waits to adopt the PI regime until after ONE JIB is established.

Attachments

None.

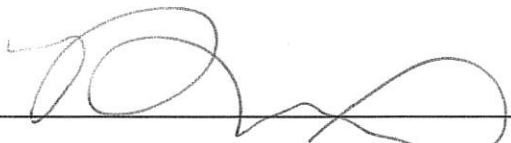
Previous Reports

FS19-029 Prudent Investor

Pre-submission Review

Agenda Management Team review on October 31, 2019

Departmental Approval



Rachel Wainwright-van Kessel, CPA, CMA
Director, Finance
- Treasurer

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report No. CMS19-027**

Subject: Aurora Museum & Archives Museum Plan Status Report
Prepared by: Shawna White, Curator
Department: Community Services
Date: November 19, 2019

Recommendation

1. That Report No. CMS19-027 be received for information.

Executive Summary

This report provides information regarding the status of the Aurora Museum & Archives implementation activities between 2015 and 2019, as outlined in its Museum Plan (*Building The Foundation*).

- Summary of Key Areas that guide the plan for the Aurora Museum & Archives
- The Aurora Museum & Archives has been built on a solid foundation through the successful implementation of the plan

Background

The Aurora Museum & Archives (AMA) re-opened to the public in June 2015 under Town ownership after the collection was transferred from the Aurora Historical Society. In preparation for the operation of this new entity, a plan was developed utilizing recommendations contained within the Transfer Agreement, Collection Review, Town of Aurora Strategic Plan and Cultural Master Plan. These documents provided the context for the creation of a plan to guide the growth, development and use of the Aurora collection.

Building The Foundation, outlined measurable goals and strategies. Originally designed as a three-year working document, the plan was extended twice, firstly because of a Town-wide funding freeze in year two and secondly, because of the upcoming Library Square project. Work however, continues following the outlined strategies and objectives, if not the expressed timelines.

Analysis

Summary of Key Areas that guide the plan for the Aurora Museum & Archives

The plan outlines four key areas that each contain an overarching goal, multiple strategies and specific objectives related to those strategies. The four key areas are:

- Access: To increase access to the collection
- Collections Management: To maintain and develop the collection in accordance with accepted museum standards and practice
- Conservation: Maintain and improve standards of curatorial custody, preservation, and conservation of the collection
- Outreach: Connect, engage and inspire our community

The Aurora Museum & Archives has been built on a solid foundation through the successful implementation of the plan

Since 2015, staff have successfully implemented almost all of the three-year plan's strategies and objectives. Of the plan's 21 strategies, 16 have been implemented or are in process. Attachment 1 and 2 provide a comprehensive overview of each of the recommendations and how they have been implemented. The following is a summary of those accomplishments from each key area:

Access

- To date, staff have produced 13 comprehensive exhibitions and 23 satellite displays
- Online access to the collection has continuously increased by utilizing various mediums, including: a dedicated website (auroramuseum.ca), an online exhibition (Town Park: A Community Storybook) and an APP (On This Spot).
- Staff have completed 172 research requests from the public on a variety of topics including family research and historical properties
- Staff have coordinated and created 181 weekly artifact spots and 67 weekly history columns (Time Traveller's Diary) for the local paper
- Strong partnerships with numerous community groups have been established to deliver 22 high-quality programs and events

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Report No. CMS19-027

Collections Management

- Proper documentation of AMA artifacts is an ongoing initiative and contains many sub-projects, such as the review of gift binders, systematic database clean up, transcribing card catalogues and eliminating the backlog of artifact processing
- The AMA has accepted 134 new donations, primarily composed of archival material and photographs
- There have been two major collection re-organizations; the first was Small Artifact Storage in 2015 and the second was Large Artifact Storage in 2017

Conservation

- Data loggers and additional environmental controls were purchased, and the collection environment is regularly monitored
- Major collection re-organizations completed to address overcrowding issues and ensure artifact stability
- Staff continue to actively re-house artifacts and archival materials into new archival grade storage solutions
- Active infestation within the textile collection has been neutralized and re-housing efforts continue

Outreach

- The AMA regularly participates in Doors Open Ontario and has welcomed 1,975 visitors during these annual events
- Student placements occur regularly and the AMA has hosted six high school co-ops and six post-graduate internships
- The Volunteer Program at the AMA is robust with community members contributing their time to a variety of areas, including artifacts, archives, placements, exhibitions, research, Pet Cemetery and special events.
- From 2015 – August 30, 2019, volunteers contributed a total of 10,590 hours
 - This equates to approximately 302 weeks (35 hr/wk) or 5.8 years

Advisory Committee Review

Not Applicable

Legal Considerations

Not Applicable

Financial Implications

Staff have successfully delivered this plan to date within Council's specified annual funding increase thresholds and/or available growth funding. Staff anticipate that sufficient funding will be available through the Library Square capital project as well as the planned library square operating budget that will allow for the completion of the remainder of this plan.

Communications Considerations

This report will be posted to the Town of Aurora website for the general public.

Link to Strategic Plan

The Museum Plan supports the following Strategic Plan goal of **celebrating and promoting our culture** in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- **Expand opportunities and partnerships that contribute to the celebration of culture in the community**
- **Actively promote and support a plan to revitalize the downtown that includes culture**

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

The Museum has made significant progress on building the foundation of this new municipal endeavor. Staff will continue their efforts to safeguard, document and share the stories of Aurora with the larger community.

November 19, 2019

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Report No. CMS19-027

While the majority of the Plan's Strategies have been completed, or are in the process of being implemented, five were not achieved. In part, this was due to the lack of staff resources, funding, and space. The new expansion to the building as part of the Library Square Project however, will put into place the necessary resources to allow for the completion of these strategies. Work has already begun on drafting the next rendition of the Plan (2020-2024), which will serve as a working document for Museum staff and volunteers.

Attachments

Attachment 1 – The Foundation is Solidly Built (Infographic)

Attachment 2 – Building the Foundation: Status of the Museum Plan (September 30, 2019)

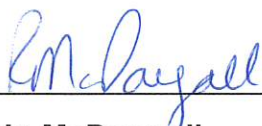
Previous Reports

PRS15-021 – Aurora Museum and Archives Plan (July 2015)

Pre-submission Review

Agenda Management Team review on October 16, 2019

Departmental Approval



Robin McDougall
Director
Community Services

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer

THE FOUNDATION IS SOLIDLY BUILT

SNAPSHOT 2015 – 2019

ACCESS



GOAL: To Increase Access to the Collection

EXHIBITIONS
 13 IN-HOUSE 23 OFF-SITE

172 RESEARCH REQUESTS

67 TIME TRAVELLER'S DIARY COLUMNS

22 PARTNERSHIP EVENTS

ONLINE ACTIVITIES

- GEOCACHE
- WEBSITE
- VIRTUAL MUSEUM OF CANADA
- HIDDEN AURORA
- ON THIS SPOT APP

COLLECTIONS MANAGEMENT



GOAL: To Maintain and Develop the Collection in Accordance with Accepted Museum Standards and Practice

134
 NEW DONATIONS
 Majority archival photographs and documents

- ✓ New Collection Software
- ✓ Collections Management Policy
- ✓ All Collecting Records Reviewed

NOT YET



- Database Entries Updated
- Backlog of Pre-transfer Donations

CONSERVATION



GOAL: Maintain and Improve Standards of Curatorial Custody, Preservation, and Conservation of the Collection

✓ Data loggers in place to monitor temperature and humidity

✓ **Artifact re-housing continues** – Storage areas greatly improved. Additional shelving.

✓ Textile re-housing continues.
No more bugs in the textile collection!

NOT YET

- **Stable Storage Environment** – Improving but ongoing equipment failure issues.
- **Artifacts off the floor** – Loss of off-site storage.

OUTREACH



GOAL: Connect, Engage and Inspire Our Community

6 HIGH SCHOOL COOP PLACEMENTS

6 POST-GRADUATE INTERNSHIPS

10,590 VOLUNTEER HOURS

3 SUCCESSFUL GRANTS → **\$32,400**

1975 PEOPLE ATTENDED DOORS OPEN

NOT YET



- Education Program for Schools



**NEXT STEPS:
 UPDATED PLAN
 2020 – 2024**

*Full breakdown of all strategies and objectives contained within the report **Building the Foundation: Status of the Museum Plan.**

Attachment 2 – CMS19-027

Building the Foundation: Status of the Museum Plan

AURORA
MUSEUM & ARCHIVES

September 30, 2019



The Aurora Museum & Archives re-opened to the public in June 2015 under Town ownership after the collection was transferred from the Aurora Historical Society. In preparation for the operation of this new entity, a plan was developed utilizing recommendations contained within the Transfer Agreement, Collection Review, Town of Aurora Strategic Plan and Cultural Master Plan. These documents provided the context for the creation of a plan to guide the growth, development and use of the Aurora Collection.

Titled, *Building The Foundation*, this plan outlined measurable goals, strategies and objectives organized into Four Key Areas:

- Access
- Collections Management
- Conservation
- Outreach

Originally designed as a three-year working document, the plan was extended twice, firstly because of a Town-wide funding freeze in year two and secondly, because of the upcoming Library Square project. Work however, continues following the outlined strategies and objectives, if not the expressed timelines.

Goals, Strategies and Status Overview		
Goal	Strategy	Status
Access to Collection	Reopen Museum	Completed - 2015
	Exhibition Plan	Completed up to 2020
	Exhibitions - Other venues	Ongoing - displays at ASHoF and Town Hall
	Online Presence	Completed - website launched 2017
	App - Town's History	Completed - June 2018
	Displays at APL	On Hold - began in 2015; suspended in 2018
Collections Management	All Collection Records Reviewed	Completed - 2017
	Acquisitions catalogued within 6 months	Completed – procedure in place for all new acquisitions
	All database entries updated	Not Completed - dependant on new staff
	Backlog items cleared	Not Completed - dependant on new staff
	Object Movement tracked in database	Completed – procedure in place for all artifacts
Conservation	Stable Storage Environments	Not Completed - ongoing issues with equipment
	Artifact Re-Housing Plan	Plan Completed - execution ongoing
	Artifacts Off Floor	Not Completed; loss of off site storage
	Textile Re-Housing Plan	Plan Completed - execution ongoing
Outreach	Doors Open Site	Completed – annual event
	Youth Internships	Completed - new students accommodated when possible
	School Coop Placements	Completed – new students accommodated when possible
	Education Program for Schools	Not Completed - dependant on resourcing
	Volunteer Group	Completed – new volunteers added
	Explore Grants	Completed – new grant opportunities explored as they arise

Access

Goal: To Increase Access to the Collection

Strategy 1: Setup Office Space and Work Areas at 22 Church Street

By spring of 2015, the office space at 22 Church Street was fully setup and functional (Obj. 1A, 1B, 1C). Office space was shared with Aurora Cultural Centre staff until the winter of 2017, at which point the Museum received sole access. In exchange, a separate entrance door was installed in the Archive space and the Museum gave up exclusive use of the Library Room on Mondays. Prior to this arrangement, Museum staff could only access the Archive on Mondays, while they had access to the Library Room.

Strategy 2: Establish a Regular Schedule of Exhibitions

Prior to the first exhibition opening in June 2015, new display cases, modular walls and lighting were all purchased for the exhibition space, known as the Aurora Room (Obj. 1D, 1E, 1F). A three-year exhibition schedule was developed that prioritized partnership co-curation opportunities with community groups and post-secondary institutions (Obj. 1G, 1H). In 2017, a second full time position was approved increasing the amount of exhibition activity.

Exhibition Activity			
Date	Location	Title	Notes
2015 – June	Aurora Room	A Legacy of Sport	Partnered with the Aurora Sports Hall of Fame
2016 – March	Aurora Room	Built Culture: Memories of the Precinct	Partnered with the University of Toronto, students co-curated the content
2016 – October	Stronach Aurora Recreation Complex	Grand re-opening of the Aurora Sports Hall of Fame	Collaboration with the Aurora Sports Hall of Fame for the grand re-opening of the Hall; objects and photographs from the museum collection are featured prominently in the Hall.
2017 – June	Aurora Room	Aurora Canada's Birthday Town	
2017 – June	Online	Town Park: A Community Storybook	Received VMC grant
2017 – September	Town Park	Making Peace	Outdoor travelling exhibition
2017 – October	Aurora Room	The Plow in the Crest: How Joseph Fleury and his Sons Shaped Industry, Politics and Community in Aurora	Partnered with the Fleury family who co-curated the content

2018 – April	Aurora Room	The Temple of Fame: Staging Women’s Roles	Partnered with the University of Toronto, students co-curated the content
2018 – June	Aurora Room	Aurora United Church: 200 Years at Yonge and Tyler, and the Journey Continues ...	Partnered with Aurora United Church 200 th Anniversary Committee, who co-curated the content
2018 – October	Aurora Room	Play Hard, Fight Hard: Sport and the Canadian Military	Travelling exhibit Received MAP grant
2019 – February	Hillary House	Freemasonry: A History Hidden in Plain Sight	Travelling exhibit Partnership with Aurora Historical Society
2019 – March	Aurora Room	The Wardrobes of Aurora	Partnered with the University of Toronto, students co-curated the content
2019 – September	Aurora Room	Swift and Bold: The Queen’s York Rangers in Aurora	Partnership with the Queen’s York Rangers Regimental Museum and the Royal Canadian Military Institute
Total	13		

Strategy 3: Create an Online Presence for the Collection

Efforts to establish an online presence began in 2015 with the purchasing of digitization equipment including a scanner and camera (Obj. 1J). Since then, staff have worked to digitize the archival collection and photograph artifacts. The process of digitization ensures that a physical object/archival document has a corresponding digital asset that can be leveraged in an online environment. To date, the Museum has launched an independent website (Obj. 1K), developed three online programs that interpret sites throughout the Town (Obj. 1Q) and curated one online exhibit (Obj. 1G). Staff contribute to the Town’s existing social media channels but do not have access to independent accounts limiting our ability to engage digitally (Obj. 1L).

Online Activity			
Date	Project	Description	Notes
2015 – June	Digitization	Began an archival photo digitization project	
2016 – March	Geocache	Developed a geocache to compliment the Built Culture exhibition	Partnered with the University of Toronto
2017 – June	Website launch	Designed and developed content for the Museum’s website	
2017 – June	Online Exhibit	Researched and developed an online exhibit titled, Town Park: A Community Storybook	Received VMC grant
2017 – ongoing	Social Media	Contribute to the existing Town social media channels as able	

2017 – September	Hidden Aurora	Develop content for an online scavenger hunt	Partnered with Brainy Games
2018 – June	On This Spot	Working with an established APP, launched 125 carefully restaged then and now images and two self guided walking tours that interpret sites throughout the Town	
2019 - September	Swift & Bold	Created a documentary film on the history of the Queen’s York Rangers that is available through our website	Partnered with Mountain Goat Film Company

Website Statistics – 2018			
Month	Unique Visitors	Number of Visits	Hits
Jan 2018	73	105	9,555
Feb 2018	86	110	8,359
Mar 2018	184	255	14,933
Apr 2018	189	269	15,590
May 2018	239	298	16,637
Jun 2018	323	410	15,956
Jul 2018*	2,143	2,274	12,909
Aug 2018	1,171	1,306	11,209
Sep 2018	851	1,010	10,922
Oct 2018	1,190	1,816	12,685
Nov 2018	1,043	1,730	11,986
Dec 2018	902	1,469	9,943
Total	8,394	11,052	150,684

*On This Spot launched in June 2018 which dramatically increased website visitation from an average of 182 unique visitors in January – June 2018, to an average of 1,050 unique visitors in July – December 2018 as a result of marketing efforts.

Website Statistics – 2019			
Month	Unique Visitors	Number of Visits	Hits
Jan 2019	841	2,465	11,378
Feb 2019	619	1,600	12,702
Mar 2019	485	717	12,980
Apr 2019	635	964	8,655
May 2019	601	916	11,942
Jun 2019	294	415	8,921
Jul 2019	252	354	10,121
Total	3,727	7,431	76,699

Strategy 4: Provide the Public with Monitored Access to the Archives

The Museum has extensive research files and receives regular requests from members of the public, community groups, heritage professionals and other Town of Aurora departments. Any enquiries that are received by the Aurora Historical Society are re-directed to Museum staff (Obj. 1N). In 2015, a Research Fee Schedule and Archival Reproduction Policy were put in place. Prior to the office transition described under Strategy 1, Mondays were established as a set day for research requests (Obj. 1M). This has since changed and the requests are fulfilled in the order they come in. Research files pertaining to properties, families and thematic topics continue to be updated as more information becomes available (Obj. 1O).

Research Requests		
Year	Number of Requests	Total Number of Hours
2015	39	59
2016	57	103
2017	34	52
2018	28	113
2019*	14	18
Total	172	345

**as of August 30, 2019*

Strategy 5: Look Beyond our Walls

Publish Content in the Local Newspaper

In 2016, staff connected with the Editor of the local paper and were given the opportunity to highlight items from the collection on a weekly basis (Obj. 1P). This content is referred to as the “museum spot” and is created each week in the form of an image of an artifact, archival photo, or museum project, with a short description. In 2018, the Museum was also given the opportunity to write a weekly history column for the same newspaper, known as “Time Traveller’s Diary”. This column helps us further our mandate at no additional cost.

Published Content		
Year	Weekly Artifact Content <i>Archival Image or Image of Artifact 125 Words</i>	Weekly History Column <i>500 words</i>
2016	47	n/a
2017	50	n/a
2018	49	34
2019*	35	33
Total	181	67

**as of August 30, 2019*

Joint Displays

In 2015, a rotating display partnership with Aurora Public Library was established (Obj. 1I, 1P). In 2018, the library began renovations and the display program has been postponed until available exhibit infrastructure is identified. In addition, an exhibit case was purchased in 2017 and placed on the main floor of Town Hall, which provides additional display opportunities to promote various aspects of Aurora’s ongoing culture (Obj. 1P). The Museum also cooperates with other heritage institutions and ensures that artifacts from the collection are available for outgoing loans as requested.

Offsite Displays			
Year	Number of Displays	Number of Artifacts on Display	Location
2015	7	62	Aurora Public Library
2016	5	87	Aurora Public Library
2017	4	86	Aurora Public Library
2018	2	10	Aurora Public Library
	5	45	Town Hall
2019*	3	30	Town Hall
Total	23	290	

**as of August 30, 2019*

Joint Programs and Events

The process of establishing partnerships to deliver programs and events is ongoing. Since 2015, staff have successfully collaborated with numerous community groups to deliver quality programs to both residents and visitors (Obj. 1P). Some Museum events occur annually, such as Doors Open Ontario (2015-2019) and the York Region District School Board Heritage Fair (2017-2019), and others happen only once, such as Party in the Park (2017) and Temple of Fame (2018).

Program and Event Activity			
Year	Total number	Project name	Partners
2015	2	52 Pick Me Up	Aurora Heritage Authority, Aurora Sports Hall of Fame, Boulevard Design, Sport Aurora
		Doors Open	Doors Open Ontario - TOA Planning Department
2016	3	Geocache	University of Toronto
		Doors Open	Doors Open Ontario – TOA Planning Department
		Town Park Story Sharing	Aurora Public Library
2017	7	A Reflection on Vimy: 100 Years Later	Aurora Historical Society Aurora Cultural Centre

		Feature Area of Aurora Chamber Home Show	Aurora Chamber of Commerce Aurora Historical Society
		YRDSB Heritage Fair	York Region District School Board
		Party in the Park	Rotary Club of Aurora Virtual Museum of Canada
		Doors Open	Doors Open Ontario – TOA Planning Department
		Hidden Aurora	Brainy Games
		Trailblazer Music Festival	Jared Stafford
2018	6	Temple of Fame	Aurora Chamber of Commerce Aurora Cultural Centre Aurora Sports Hall of Fame Aurora Historical Society MP Leonna Alleslev
		YRDSB Heritage Fair	York Region District School Board
		On This Spot	
		Doors Open	Doors Open Ontario – TOA Planning Department
		Armistice: 100 Years of Remembrance	Aurora Cultural Centre Aurora Historical Society
		Remembrance Day Cadet Vigil	Queen’s York Rangers 2799 Army Aurora Cadet Corps Aurora Historical Society
2019	4	Queen’s York Rangers Documentary	Mountain Goat Film Company Queen’s York Rangers Queen’s York Rangers Regimental Museum Royal Canadian Military Institute
		YRDSB Heritage Fair	York Region District School Board
		Doors Open	Doors Open Ontario – TOA Planning Department
		Remembrance Day Cadet Vigil	Queen’s York Rangers 2799 Army Aurora Cadet Corps; King Heritage and Cultural Centre
Total	22		

Collections Management

Goal: To Maintain and Develop the Collection in Accordance with Accepted Museum Standards and Practice

Strategy 1: Ensure that every artifact in the collection is properly documented

In 2015, collection software was purchased and is regularly used to maintain catalogue records, images and information (Obj. 2A). After consultation with the Archives Association of Ontario it was determined that, the

existing archival accession/cataloguing system would be maintained (Obj. 2C). In July 2018, a review of the gift binders and systematic database clean up commenced and it is expected to be complete in 2021 (Obj. 2B, 2D). In December 2018, a project focused on transcribing the card catalogues pertaining to the Walton Collection was completed (Obj. 2B). Efforts to eliminate the backlog of item processing are ongoing as the museum continues to collect material directly related to Aurora’s history and ongoing culture (Obj. 2E).

New Acquisitions		
Year	Number of Donations	Approximate Number of Artifacts
2015	26	840
2016	58	370
2017	27	210
2018	21	450
2019*	13	200
Total	134	2,070

**as of August 30, 2019*

Strategy 2: Ensure that all relevant policies and procedures are in place

In 2015, the Mission and Mandate were developed (Obj. 2F) and subsequently published on the Town’s website. A Collections Management Policy has been written (Obj. 2G). Currently, there are three outstanding policies and procedures (Obj. 2H, 2I). This is due in part to the lack of existing staff time (Pest Management Plan, Disaster Plan) and the absence of an educational programmer position (Education and Interpretation Policy).

Strategy 3: Maintain up-to-date location information for all objects in collection

There have been two major collection moves since the Museum re-opened. The first was a reorganization of Small Artifact Storage, which took place in the summer of 2015. The second was a reorganization of Large Artifact Storage, which took place in the summer of 2017. After each re-organization was complete, artifact locations were updated (Obj. 2J, 2K). In 2015, a barcoding system was introduced and it continues to be implemented (Obj. 2L).

Strategy 4: Ensure compliance with Standards for Community Museums

Currently, the Museum is not compliant with the Standards for Community Museums due to portions of the collection being stored in shared space (Large Artifacts) and the absence of three policies (Obj. 2M). Until the larger issue of sole access to the collection storage areas is resolved, the Museum will remain non-compliant.

Conservation

Goal: Maintain and improve standards of curatorial custody, preservation, and conservation of the collection

Strategy 1: Monitor and stabilize the environmental conditions in which the collection is stored and exhibited

In 2015, data loggers were purchased and placed in collection storage and display areas (Obj. 3A). After consultations with the Canadian Conservation Institute (Obj. 3B), additional environment controls were incorporated, such as de-humidification units in Large Artifact Storage. Data loggers are read out at regular intervals so that the collection environment can be monitored with accuracy.

Strategy 2: Improve the storage areas for the collection

Improving the storage for the collection continues to be a staff priority. In 2015, additional shelving for Large Artifact Storage was purchased and installed (Obj. 3C). Additional storage drawers and shelves were purchased and installed in Small Artifact Storage (Obj. 3C). In 2015 and 2016, large items were moved offsite and additional storage spaces were secured (Obj. 3D), however this did not last as one building was demolished and the other underwent extensive renovations in 2018. Efforts are ongoing to address overcrowding issues (Obj. 3E) in all of the collection storage areas.

Strategy 3: Assess preventative and remedial conservation needs and take appropriate action

Staff continue to actively re-house artifacts and archival materials into new archival grade storage solutions (Obj. 3F). In 2015, a reorganization of Small Artifact Storage took place and in 2017, a reorganizing of Large Artifact Storage was completed. Volunteers have been systematically working in the archive since 2015 inventorying, re-housing and identifying items requiring attention. A large textile re-housing project began in 2016 and is ongoing (Obj. 3G).

New Initiative - Pet Cemetery

In 2014, lands containing the historic Woodland Pet Cemetery were transferred to the Town. Since 2016, the Aurora Museum & Archives has taken the lead on the conservation and restoration of the site. To date, 644 headstones have been revealed with a total of 454 restored.

Work will continue on the site with an expected completion date of 2021 when the site will be opened up to visitors with the creation of a new trail system.

Outreach

Goal: Connect, Engage and Inspire our Community

Strategy 1: Plan open-door sessions

In 2105, an invitation for a behind the scenes tour was extended to Town Council and Staff (Obj. 4A). Invitations to exhibitions and events are regularly sent to the Mayor and Members of Council and are included in the Town’s internal newsletter (Obj. 4A). Since 2015, the Museum has participated as a site in the Doors Open Ontario event (Obj. 4C). Programing that supports “A Night With the Collections” has not be completed due to the lack of a programming position and physical space (Obj. 4C).

Strategy 2: Connect with the Youth of the Town

Since opening, the Museum has hosted high school coop students (Obj. 4D) from Aurora High School and Sir William Mulock Secondary School. Staff have also formed relationships with post-graduate programs representatives from the University of Toronto and Georgian College to create dynamic internship placements (Obj. 4E). To date, the Museum has hosted six high school coop students and six post-graduate students. During these placements, students had hands on experience with the collection and exhibition activities (Obj. 4F). Without a programmer position, and additional space, the Museum is unable to develop and deliver educational programs for school groups (Obj. 4G). Similarly, there is not a Junior Friends of the Museum Program (Obj. 4H) due to the lack of a programmer position and physical space.

Student Placements		
Year	High School Coop*	Post-Graduate Internships
2015		1
2016	1	1
2017	1	1
2018	3	2
2019	1	1
Total	6	6

* Counted during the semester within which they commence

Strategy 3: Connect with Local Residents

The volunteer program is robust and very active. Volunteer activity takes place across many areas of museum operation (Obj. 4I, 4J, 4K). Files on potential donations are maintained, and community donors looking to gift their items and documentary material (Obj. 4K), regularly contact the Museum.

Total Volunteers				
2015	2016	2017	2018	2019
8	27	14	30	36

**as of August 30, 2019*

Volunteer Hours and Area of Activity									
		Area of Volunteer Hours							Total hours for the Year
		Artifacts	Archives	COOP/ Internships	Exhibitions	Research Assistance	Pet Cemetery	Events	
Year	2015	230	150	480	105	20	0	266	1251
	2016	94	240	745	585	50	89	107	1910
	2017	171	245	225	445	123	0	115	1844
	2018	104	17	1662	740	129	49	2131	4832
	2019*	6	72	567	432	25	138	63	1,303
Total hours for the category of work		605	724	3,679	2,307	317	276	2,682	Total 2015 – August 30, 2019 10,590

**as of August 30, 2019*

Strategy 4: Build Community Resources to Ensure Sustainability

Each year, staff endeavour to have one project or exhibition supported by some level of external grant funding (Obj. 4L). Sponsorship opportunities have not been explored due to the lack of staff time and competing priorities (Obj. 4M). Outlined below, are projects that have received external grant support.

Government Grant Funding				
Year	Grant	Project Type	Project Title	Amount
2016	Virtual Museum of Canada	Exhibit (online)	Online Exhibit Town Park: A Community Storybook	\$10,000
2017/2018	Building Communities Through Heritage	Event	The Temple of Fame	\$18,900
2018/2019	Museum Assistance Program	Exhibit (travelling)	Travelling Exhibition Play Hard, Fight Hard	\$3,500



**Town of Aurora
General Committee Report**

No. FS19-038

Subject: 2019 Year End Surplus/Deficit Financial Control Bylaw

Prepared by: Jason Gaertner, Manager, Financial Management

Department: Finance

Date: November 19, 2019

Recommendation

- 1. That Report No. FS19-038 be received; and**
- 2. That a by-law be enacted to authorize the Treasurer and the Chief Administrative Officer to make the following year-end financial adjustments**
 - a) to allocate any 2019 Operating Fund surplus or deficit as set out in Report No. FS19-038; and**
 - b) to allocate any 2019 surplus or alternatively fund any deficit in the Water, Wastewater, or Stormwater budgets to or from the appropriate related reserve accounts; and**
- 3. That the Treasurer and Chief Administrative Officer report to Council after the year end surplus/deficit control adjustments and allocations have been completed.**

Executive Summary

This report proposes a surplus/deficit control by-law for the 2019 fiscal year end, similar to the one used in past years; which will allow the Town to control its year end surplus amounts through making specific allocations to various reserve funds. Should the town finish the year in a deficit position, this by-law would also provide the necessary authority to allocate additional funds from its rate stabilization reserve in order to balance its operating budget. This report is an annual report to General Committee/Council prior to year-end.

- The Town uses allocations to/from various reserve funds to mitigate the unpredictable impacts of surpluses or deficits carried over from year-to-year
- The 2019 year-end tax levy and rate funded operating budgets are trending toward a surplus

November 19, 2019

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Report No. FS19-038

Background

Surpluses and deficits created by operating results for municipalities must carry into the following budget years as set out in subsection 290(4) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (hereinafter the “*Act*”). Meaning any surpluses or deficits from a previous fiscal year would need to be factored into the following year’s budget as a revenue or expense, respectively.

Historically in an effort to manage the unpredictable impacts of a potential carry-over, the Town has mitigated this risk through a surplus control by-law.

Analysis

The Town uses allocations to/from various reserve funds to mitigate the unpredictable impacts of surpluses or deficits carried over from year-to-year

In an effort to mitigate the unpredictable impacts that carry-overs could have on long range tax rates, budgets and budget pressures, the Town should control its year-end surplus or short-fall amounts through making specific allocations to/from various reserve funds as part of the year end accounting process. However, any such allocation must be authorized by Council before the end of the fiscal year. Since the final results of the calendar year are not known for some time, after the close of the year, a formula approach to surplus allocations is necessary, followed by a detailed report back to Council. Today’s report and by-law (to follow) will set this budget control approach in place for the current year.

A number of municipalities utilize this same approach as it allows for the separation of the disposition of surpluses or the funding of short-falls of one year from the following year’s budget process. It greatly simplifies both the budget process and the year-end reporting process, while also assisting with transparency to the community.

The 2019 year-end tax levy and rate funded operating budgets are trending toward a surplus

As of the previous forecast review which took place at the end of August, the corporation was on track to conclude the fiscal year with a surplus of \$1.5 million from its tax levy funded operations and a minor year end surplus was projected from the Town’s rate funded operations. The Town’s next planned review and update of its annual forecasted financial results will commence at the end of October which should offer further clarity on what the Town’s final year end position will be.

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Report No. FS19-038

Advisory Committee Review

Not applicable.

Legal Considerations

The Municipal Act, subsection 11(2) (3) allows the municipality to pass by-laws respecting the financial management of the municipality and its local boards.

Financial Implications

2019 Surplus/Deficit Control

The Act requires that any surplus or deficit be carried forward into the following year's budget, unless otherwise controlled as proposed in this report. Using the controls, the surplus or deficit will become zero, avoiding the need for any budget carry-forwards. In the event that a surplus or deficit remains at year end, the following outlines the formula for the disposition of these said balances:

i) Operating Budget

If a surplus in operating results for 2019, the following allocations are recommended:

- a) Any unexpended portions of the 2019 operating budget funding allocations provided from Reserves for specific expenditures are returned to their respective funding sources. The 2019 budget funding allocations from such Reserves to fund operating budget items were as follows:

<u>Reserve Fund</u>	<u>Amount</u>
Services Related to a Highway DCs (Debt Payment)	375,300
Indoor Rec. Development Charges (Debt Payment)	320,500
Library Development Charges (Debt Payment)	289,500
Outdoor Recreation Development Charges	260,700
Roads & Related Repair & Replacement	253,300
Storm	223,300
Tax Stabilization	166,700
WSIB	105,000
Facilities Repair & Replacement	46,500
Water	42,000

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Sanitary Sewer	40,200
Landscape Fee	14,000
Cash-in-Lieu Parkland	10,000
Recreation Sponsorship	10,000
Arts and Cultural	5,000

- b) As required for Bill 124, a Building Permit Fees Reserve Fund was established in which provisions for potential recessionary years may be made. Any surplus in these activities is required by legislation to be allocated to the Building Permit Fees Reserve Fund, while any deficit arising may be funded from this source. The 2019 Budget included a \$390,800 contribution to the building permit fees reserve fund reflecting a budgeted permit revenue surplus driven by 2C lands growth. Any budgetary surplus or deficit in the Building Services Division budget is to be allocated to or funded from the Reserve Fund.
- c) That any net Winter Control operations budget surplus be allocated to the Winter Control reserve fund if the overall operating budget ends the year in a surplus. Alternatively should a Winter Control operations net operating deficit occur that cannot be accommodated within the overall operating budget, any remaining net shortfall will be funded from the Winter Control reserve fund.
- d) Any remaining surplus may be allocated toward approved carry-forwards to 2020, if any.
- e) Any remaining 2019 net operating surplus after approved carry-forwards will be allocated in a ratio of 50 percent to the Town's rate stabilization reserve and 50 percent to be allocated proportionately to the Town's tax funded Repair & Replacement reserves.

It is wise for a municipality to maintain reserves specifically intended to stabilize or cushion annual tax rates from significant one-time or temporary pressures. Such pressures could include the impacts from significant new service or facility costs, market conditions affecting revenues, adverse weather or climate events, or other factors. Staff recommend that the Town's rate stabilization reserve's balance should not exceed a ceiling of approximately 10% of annual tax revenue, which is a benchmark used by many municipalities. Once this reserve's ceiling has been reached any remaining eligible funds to be allocated will instead be re-directed toward other town infrastructure reserves as required.

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Alternatively, should a net operating deficit occur in 2019, adjustments a), and b) above are still required, with the remaining net shortfall to be funded from the tax rate stabilization reserve.

ii) Water, Wastewater, Stormwater Budgets

It is recommended that any surplus or deficit in these budgets be allocated to or be funded from the appropriate related reserve fund(s). This will assist in meeting the requirements of Bill 175 which requires that water and wastewater costs relating to the replacement of their infrastructure be fully recovered through their rates.

The adjustments authorized by the surplus control by-law are to have an effective date of December 31, 2019, whether determined prior to or after that date.

Communications Considerations

Finance and Corporate Communications staff will work together to ensure that this by-law is accessible via the Town's website [Link to Strategic Plan](#)

Link to Strategic Plan

Outlining a strategic approach to managing year end surpluses and/or deficits, and thereby avoiding the need to complicate the following year's budget with such matters, contributes to achieving the Strategic Plan guiding principle of "Leadership in Corporate Management" and improves transparency and accountability to the community.

Alternative(s) to the Recommendation

1. Council could choose not to approve the Surplus/Deficit Control by-law and address any year end results by way of budget amendment following early budget approval

Conclusions

Staff are recommending that a by-law be adopted which will authorize the Director of Finance – Treasurer and the Chief Administrative Officer to control the 2019 tax levy funded operating surplus/deficit and the surpluses or deficits arising from Water,

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Report No. FS19-038

Wastewater, Stormwater operations by giving them authority to make adjustments and allocate surplus funds or fund deficits strictly as itemized in this report. Not doing so will cause all fund surpluses or deficits to be carried forward into the 2020 operating budget which would likely result in budget adjustments being made after Council has already approved the Town's budget for 2020. As part of the year-end procedures, staff will report back to the General Committee as to the actual year-end results and the final surplus allocations made for 2019.

Attachments

None

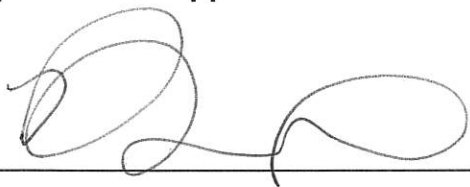
Previous Reports

None. A new by-law is required each year. This equivalent report for 2018 was FS18-025 which went to General Committee on December 11, 2018.

Pre-submission Review

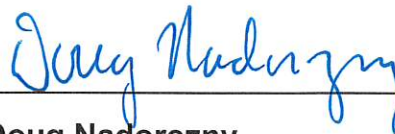
The Agenda Management Team's review of this report was undertaken on Thursday, October 31, 2019.

Departmental Approval



Rachel Wainwright-van Kessel, CPA, CMA
Director, Finance
- Treasurer

Approved for Agenda



Doug Nadorozny
Chief Administrative Officer



**Town of Aurora
General Committee Report**

No. PDS19-026

Subject: Proposed Site Alteration By-law
Prepared by: Glen McArthur, Municipal Engineer
Department: Planning and Development Services
Date: November 19, 2019

Recommendations

- 1. That Report No. PDS19-026 be received; and**
- 2. That the Site Alteration By-law be enacted at a future Council meeting; and**
- 3. That Schedule 'B' of the 2020 Fees and Charges By-law be amended to replace the Topsoil Preservation Permit fee with a Site Alteration Permit fee and a Site Alteration Permit Renewal fee at the first opportunity to do so upon approval of the Site Alteration By-law.**

Executive Summary

This report recommends repealing the Topsoil Preservation By-law and the Fill Control By-law and replacing them with a new comprehensive Site Alteration By-law.

- The proposed Site Alteration By-law will regulate the removal of topsoil, the placing or dumping of fill and the alteration of the grade of land in Aurora meets the requirements of the Town's Official Plan.
- The Engineering Division will administer the Site Alteration By-law streamlining the permitting process, improving efficiency and providing better customer service.
- The proposed Site Alteration By-law will serve the same purpose and achieve similar results as the existing Topsoil Preservation By-law and Fill Control By-law.
- At the first opportunity to do so, upon the approval of the Town's proposed Site Alteration By-law, Schedule 'B' of the 2020 Fees and Charges By-law will be amended to replace the Topsoil Preservation Permit fee with a Site Alteration Permit fee and a Site Alteration Permit Renewal fee. No fee increases are proposed.

Background

The Topsoil Preservation By-law was enacted in May, 1992. It permits the Town to regulate or prohibit the removal of topsoil and to provide for the rehabilitation of lands from which topsoil has been removed. It is currently administered by the Engineering and Capital Delivery Division (Engineering Division).

The Fill Control By-law was enacted in December, 2005. It allows the Town to prohibit and regulate the dumping of fill and the alteration of grades. The Fill Control By-law is administered by the Building Division, with the Engineering Division being responsible for the grading, erosion and sediment control and quality of fill review and inspection.

Over the years the Engineering Division has been reviewing Topsoil Preservation Permit applications for compliance with both the Topsoil Preservation By-law and Fill Control By-law before issuing a Topsoil Preservation Permit. This has made the issuance of a Fill Control Permit redundant.

Since both current by-laws deal with site alteration, staff recommends that they be replaced with one by-law, called the Site Alteration By-law, to be administered by the Engineering Division.

Analysis

The proposed Site Alteration By-law to regulate the removal of topsoil, the placing or dumping of fill and the alteration of the grade of land in the Town of Aurora meets the requirements of Aurora's Official Plan

Section 15.2.17 and 15.2.18 of the Town's Official Plan directs Council to enact and enforce a soil preservation by-law (Topsoil Preservation By-law) to regulate or prohibit the removal of topsoil and to rehabilitate lands where topsoil removal is permissible; and a Fill Control By-law to regulate or prohibit the placing or dumping of fill and alterations to the grade of the land. Since the proposed Site Alteration By-law will serve the same purpose as the two other by-laws, the requirements of the Official Plan are satisfied.

The Engineering Division will administer the Site Alteration By-law, streamlining the permitting process, improving efficiency and providing better customer service

By replacing the Topsoil Preservation By-law and the Fill Control By-law with the Site Alteration By-law, only one by-law has to be administered. Issuance of a Topsoil

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Report No. PDS19-026

Preservation Permit and of a Fill Control Permit will also be replaced with one Site Alteration Permit. This will streamline the permitting process, will improve administration efficiency and result in better customer service.

The Engineering Division will administer the Site Alteration By-law. The Engineering Division is staffed with municipal engineers and contract administrators that currently review plans and inspect works associated with the Topsoil Preservation By-law and the Fill Control By-law. Therefore, the Engineering Division has the resources to administer the Site Alteration By-law.

The By-law Services Division will provide the same level of support to the Engineering Division in enforcing the Site Alteration By-law as they have done for the Topsoil Preservation By-law and Fill Control By-law.

The Site Alteration By-law will serve the same purpose and achieve similar results as the Topsoil Preservation By-law and Fill Control By-law

The Topsoil Preservation By-law and Fill Control By-law have been successful in regulating site alterations within the Town. As such, staff have ensured that the provisions within the Site Alteration By-law will serve the same purpose and achieve similar results as the two previous by-laws.

At the first opportunity to do so, upon the approval of the Town's proposed Site Alteration By-law, Schedule 'B' of the 2020 Fees and Charges By-law will be amended to replace the Topsoil Preservation Permit fee with a Site Alteration Permit fee and a Site Alteration Permit Renewal fee

Permits issued by the Site Alteration By-law will be valid for a period of 180 days from the date of issuance. The Director may renew the permit one or more times for an additional 180 days each time, with a permit renewal fee provided by the applicant each time as set out in the Fees and Charges By-law, as may be amended from time to time.

The Site Alteration Permit fee formula will be the same as the Topsoil Preservation Permit fee formula. No permit fee increase is proposed. The Site Alteration Permit renewal fee is proposed to be half the cost of the permit fee.

At the first opportunity to do so, upon the approval of the Town's proposed Site Alteration Bylaw and repealing of the Topsoil Preservation and Fill Control By-law, Schedule 'B' of the Town's current Fees and Charges By-law will be amended to

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replace the existing Topsoil Preservation Permit fee with a Site Alteration Permit and Site Alteration Permit Renewal fee.

Advisory Committee Review

Not applicable.

Legal Considerations

The Site Alteration By-law has been reviewed by the Legal Services Division.

Financial Implications

Schedule 'B' of the 2020 Fees and Charges By-law will replace the Topsoil Preservation Permit fee with a Site Alteration Permit fee and a Site Alteration Permit Renewal fee as discussed herein.

Communications Considerations

After being enacted the proposed Site Alteration By-law will replace the Topsoil Preservation By-law and the Fill Control By-law on the Town website.

Link to Strategic Plan

The proposed Site Alteration By-law supports the Strategic Plan goals of **Supporting and Exceptional Quality of Life for All** and **Supporting Environmental Stewardship and Sustainability** by regulating the removal of topsoil, the placing or dumping of fill and the alteration of the grade of land in the Town of Aurora.

Alternative to the Recommendation

1. That Council provide direction.

Conclusions

It is recommended that the Town's proposed Site Alteration By-law replace the Topsoil Preservation By-law and the Fill Control By-law. In addition at the first opportunity to do so, upon approval of the Town's proposed Site Alteration By-law, Schedule 'B' of the

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Report No. PDS19-026

2020 Fees and Charges By-law will be amended to replace the Topsoil Preservation Permit fee with a Site Alteration Permit and a Site Alteration Permit Renewal fee.

Attachments

Attachment No. 1 – Proposed Site Alteration By-law.

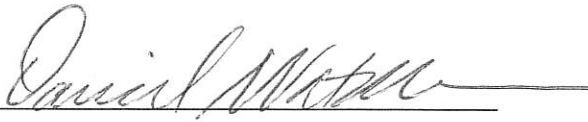
Previous Reports

None

Pre-submission Review

Agenda Management Team Meeting review on October 31, 2019

Departmental Approval



**David Waters, MCIP, RPP, PLE
Director
Planning and Development Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**

Attachment 1

The Corporation of the Town of Aurora

By-law Number XXXX-19

Being a By-law to regulate the removal of topsoil, the placing or dumping of fill and the alteration of the grade of land in the Town of Aurora.

Whereas Section 142 of the *Municipal Act, 2001*, S.O. c. 25, as amended, authorizes municipal councils to pass by-laws to regulate or prohibit the removal of topsoil, the placing or dumping of fill, and the alteration of the grade of land;

And whereas a municipality may require that a permit be obtained for the removal of topsoil, placing or dumping of fill and alteration of grade of land and prescribe the fees for the permit and the circumstances under which a permit may be issued and the conditions to such a permit;

And whereas a municipality may impose condition to a permit, including requiring the preparation of plans acceptable to the municipality relating to grading, filling or dumping, the removal of topsoil and rehabilitation;

And whereas the Council of The Corporation of the Town of Aurora deems it advisable to exercise this authority and to provide for the rehabilitation of lands and to protect water bodies and environmental protection zones where the removal of topsoil, or the placing and dumping of fill or the alteration of grade of the land is permissible;

Now therefore the Council of The Corporation of the Town of Aurora hereby enacts as follows:

Part I: Definitions and Interpretation

1. Definitions

1.1 In this by-law, the following words have the following meanings:

- (a) **"adjacent"** means abutting or contiguous to;
- (b) **"adverse effect"** means one or more of:
 - (i) impairment of the quality of the natural environment for any use that can be made of it;
 - (ii) injury or damage to property or to plant or animal life;
 - (iii) harm or material discomfort to any person;
 - (iv) an adverse effect on the health of any person;
 - (v) impairment of the safety of any person;
 - (vi) rendering any property or plant or animal life unfit for human use;
 - (vii) loss of enjoyment of normal use of property; and

- (viii) interference with the normal conduct of business;
- (c) **“agricultural uses”** means:
 - (i) growing crops, including nursery and horticultural crops;
 - (ii) raising livestock and other animals, including poultry and fish, for food and fur;
 - (iii) aquaculture; and
 - (iv) agro-forestry and maple syrup production;
- (e) **“applicant”** means the person who applies for a permit under this by-law;
- (f) **“Areas of Natural or Scientific Interest”** means areas that have been identified by the Ministry of Natural Resources and Forestry as having earth/life science values related to protection, scientific study or education using evaluation procedures established by the Ministry of Natural Resources and Forestry, as amended from time to time;
- (g) **“authorized agent”** means a person acting on behalf of the owner as designated on the application for the permit;
- (h) **“Clerk”** means the clerk of the Town as appointed pursuant to the Municipal Act;
- (i) **“contaminant”** means any solid, liquid, gas, odour, heat, sound, vibration, radiation or combination of any of them resulting directly or indirectly from human activities that causes or may cause an adverse effect;
- (j) **“Council”** means the Council of The Corporation of the Town of Aurora;
- (k) **“development”** means the construction of buildings or structures and above or underground services such as roads, parking lots, paved storage areas, watermains, storm and sanitary sewers, and similar facilities, as well as general grading works on any lands;
- (l) **“Director”** means the director responsible for the Engineering Division of the Town or his/her designate;
- (m) **“drainage”** means the movement of water to a place of disposal, whether by way of natural characteristics of the ground surface or by an artificial method;
- (n) **“dumping”** means the depositing of material in a location other than where the material was obtained and includes the movement and depositing of material from one location on a property to another location on the same property;
- (o) **“Environmental Protection Zone”** means any area identified as an Environmental Protection Zone in the Zoning By-law;

- (p) **"erosion"** means the detachment and movement of soil, sediment or rock fragments by water, wind, ice or gravity;
- (q) **"existing grade"** means the elevation of the existing ground surface of the lands upon which site alteration is proposed, except that where site alteration has occurred in contravention of this by-law, existing grade shall mean the ground surface of the lands as it existed prior to site alteration;
- (r) **"fill"** means any type of imported or relocated material deposited or placed, or proposed to be deposited or placed, on the site and includes, but is not limited to, soil, stone, concrete, sod or turf either singly or in combination;
- (s) **"finished grade"** means the elevation of ground surface of lands upon which fill has been placed or grade of land has been altered;
- (t) **"land disturbance"** means any man-made change of the land surface including removing vegetative cover, and/or excavating and/or filling and/or grading;
- (u) **"Municipal Act"** means the *Municipal Act, 2001*, S.O. 2001, C.25, as it may be amended or replaced from time to time;
- (v) **"Municipal Law Enforcement Officer"** means a person appointed by Council as a Municipal Law Enforcement Officer;
- (w) **"Oak Ridges Moraine"** means the lands identified as the Oak Ridges Moraine Area under the *Oak Ridges Moraine Conservation Act, 2001*, S.O. 2001, c. 3;
- (x) **"owner"** means the legal registered owner of a site as shown by the records of the applicable land registry office, or any successor of such office;
- (y) **"permit"** means permission or authorization given in writing by the Director to perform work regulated by this by-law or part thereof;
- (z) **"permit holder"** means the person to whom a permit is issued and includes:
 - (i) the owner,
 - (ii) any person in possession or in charge, and
 - (iii) a lessee and a mortgagee in possession,of the property for which a permit has been issued;
- (aa) **"person"** includes a natural individual and their heirs, executors, administrators or other legally appointed representatives, a corporation, partnership or other form of business association;
- (bb) **"placing"** means the distribution of material on lands to establish a finished grade higher or lower than the existing grade and "place" in relation to fill shall have the same meaning;

- (cc) **“Planning Act”** means the *Planning Act*, R.S.O. 1990, c.13, as amended;
- (dd) **“ponding”** means the accumulation of surface water in the area not having drainage therefrom where the lack of drainage is caused by the placing or dumping of fill or altering of the grade of land;
- (ee) **“proposed grade”** means the proposed elevation of ground surface of land upon which fill is proposed to be placed or upon which altering the grade of land is proposed;
- (ff) **“Public Authority”** means any commission, committee, school board, department or agency of the Government of Canada, Province of Ontario, The Regional Municipality of York, Lake Simcoe Region Conservation Authority or the Toronto and Region Conservation Authority;
- (gg) **“qualified person”** means a person who holds a license, limited license or temporary license under the *Professional Engineers Act*, R.S.O. 1990, c. P.28, as it may be amended from time to time, and/or any consultant approved by the Director that possesses expert or special knowledge in regards to matters contained within this by-law;
- (hh) **“refuse”** means:
 - (i) any object or material that has been discarded by any person or that is no longer in use or reasonably intended to be used by any person having ownership or control over such object or material;
 - (ii) fill that contains:
 - 1) toxic or hazardous materials;
 - 2) glass;
 - 3) "sewage" within the meaning of Town of Aurora Sewer Use By-law as amended or successor legislation thereto; and
 - 4) contaminants that do not meet the standards set out in O.Reg. 153/04, as may be amended from time to time, with respect to all contaminants in the fill;
- (ii) **“removal”** means excavation or extraction of any fill which lowers the existing grade, and includes soil stripping;
- (jj) **“retaining wall”** means a concrete or concrete product wall or other material designed to contain and support fill which has a finished grade higher than that of adjacent lands;
- (kk) **“site”** means the area of land altered or proposed to be altered within a property, lot or parcel of land described in a deed or other document legally capable of conveying land or shown as a lot or block on a registered plan of subdivision;
- (ll) **“site alteration”** means activities such as removal of topsoil from a site, the placement or dumping of fill on a site, the alteration of the grade of

land within a site or excavation by any means including the removal of vegetative cover, the compaction of soil or the creation of impervious surfaces, or any combination of these activities that would change the landform and natural vegetative characteristics of a site;

- (mm) "**site alteration plan**" means a plan prepared by a qualified person on behalf of an owner in connection with a site alteration permit pursuant to this by-law;
- (nn) "**soil**" means any material commonly known as earth, topsoil, loam, subsoil, clay, sand or gravel or any combination thereof;
- (oo) "**soil stripping**" means removing of soil or topsoil;
- (pp) "**swale**" means a depression in the ground sloping to a place of disposal of surface water for the purpose of providing a method of drainage;
- (qq) "**topsoil**" means those horizons in a soil profile, commonly known as the "O" and the "A" horizons, containing organic material and includes deposits of partially decomposed organic matter such as peat;
- (rr) "**Town**" means The Corporation of The Town of Aurora and/or the area located within the geographical limits of the Town of Aurora, depending on the context of the provision in which the term appears;
- (ss) "**Town Standards**" means collectively the documents entitled the Town of Aurora Site Alteration Standards and the Town of Aurora Design Criteria Manual For Engineering Plans issued by the Director, as amended from time to time or any successor thereof;
- (tt) "**Treasurer**" means the treasurer of the Town as appointed pursuant to the Municipal Act;
- (uu) "**watercourse**" means a natural or man-made channel or swale in which water flows, either continuously or intermittently with some degree of regularity;
- (vv) "**wetland**" means land such as a swamp, marsh, bog or fen;
- (ww) "**Zoning By-law**" means the Zoning By-law of the Town of Aurora as amended or successor legislation thereto.

2. Interpretation

- 2.1 The part and section headings contained throughout this document are for reference purposes only and do not form a part of this by-law. This by-law is to be interpreted without reference to such headings.
- 2.2 Where there is a conflict of the provisions between this by-law and any other by-laws of the Town with respect to site alteration, the provisions of this by-law shall prevail.

3. Administration of this by-law

- 3.1 The Director is responsible for administering this by-law and shall be delegated the authority to:
- (a) receive applications and fees established under this by-law;
 - (b) enter into agreements on behalf of the Town pursuant to this by-law;
 - (c) issue, cancel, revoke or decline to issue, permits;
 - (d) establish, issue, revise and amend the Town Standards; and
 - (e) impose conditions on permits in accordance with this by-law, including any or all of the conditions set out in Schedule "B".
- 3.2 The Director and Municipal Law Enforcement Officers of the Town are hereby delegated the authority to enforce this by-law, including the authority to conduct inspections pursuant to this by-law, the Municipal Act, as amended, and any other enacted applicable by-law or legislation.
- 3.3 The Director is authorized to delegate responsibilities for the administration and enforcement of this by-law to any Town staff or external third parties deemed to be qualified and appropriate by the Director for such purposes.

4. Application

- 4.1 The provisions of this by-law shall apply to all lands and premises within the Town of Aurora.
- 4.2 Any site which has had previous or on-going land disturbances or development prior to the passing of this by-law is subject to the conditions set forth in this by-law.

Part II: Prohibitions and Exemptions

5. Prohibitions

- 5.1 No person shall:
- (a) carry out or perform,
 - (b) cause to be carried out or performed, or
 - (c) permit to be carried out or performed,
- any site alteration within the Town, except in compliance with this by-law.
- 5.2 Unless otherwise exempted under this by-law from the requirement to obtain a permit, no person shall:
- (a) carry out or perform,
 - (b) cause to be carried out or performed, or
 - (c) permit to be carried out or performed,
- any site alteration within the Town unless a permit has been issued for the site being altered and the site alteration is in compliance with the terms and conditions of the permit.

- 5.3 Where an agreement is entered into pursuant to this by-law with the Town, no person shall:
- (a) carry out or perform,
 - (b) cause to be carried out or performed, or
 - (c) permit to be carried out or performed,
- any site alteration except in compliance with any applicable terms and conditions of the agreement.
- 5.4 No person shall perform any site alteration on lands within the Town that is not permitted by any applicable law or regulation as may be approved or amended from time to time.
- 5.5 No person shall perform a site alteration on any land without the consent of the owner of the land on which the site alteration is occurring or is to occur, unless it is being done by or on behalf of the Town, a Public Authority, a Municipal Law Enforcement Officer or the Director in exercising powers or duties under this by-law or any other applicable legislation.
- 5.6 No person shall fail to comply with an order issued under this by-law.
- 5.7 No person shall perform any site alteration for the purpose of storing fill, where such storage is not permitted pursuant to this by-law or the Zoning By-law.
- 5.8 No person shall perform any site alteration that will result in:
- (a) soil erosion;
 - (b) the contamination of soil or groundwater;
 - (c) blockage of a storm drainage system;
 - (d) blockage of a natural drainage system or watercourse;
 - (e) siltation or pollution in a watercourse;
 - (f) flooding or ponding caused by a watercourse overflowing its banks;
 - (g) flooding or ponding on a neighbouring property or adverse effect on the amenities adjacent to the site;
 - (h) a detrimental effect on any Environmental Protection Zone, Areas of Natural or Scientific Interest, wetland or wetland complex;
 - (i) a contravention of O. Reg. 140/02, the Oak Ridges Moraine Conservation Plan, the Zoning By-law or any other applicable law or regulation; or
 - (j) any adverse effect to archeological or historically significant attribute or property as defined and identified under the *Ontario Heritage Act*, R.S.O. 1990, c. O.18.

- 5.9 No person shall perform any site alteration in the following circumstances:
- (a) where the site alteration results in the change of any grade established by a grading and drainage plan approved by the Town in relation to any subdivision, rezoning, site plan or building permit approval, unless a permit has been issued with respect to such site alteration;
 - (b) where the site alteration would not be in accordance with the Town's Private Tree Protection By-law, as amended or successor legislation thereto;
 - (c) where the site alteration does not accord with the Town Standards and accepted engineering and environmental principles;
 - (d) where the fill includes material from the demolition of any structure or includes refuse;
 - (e) where the fill, placed or dumped, or to be placed or dumped, contains a contaminant, or would cumulatively with other fill placed or to be placed on any one site for which a permit or series of permits is issued or would be issued, contain a contaminant in an amount, concentration or level in excess of that prescribed by the regulations as may be enacted from time to time under the *Environmental Protection Act, R.S.O. 1990, C. E. 19*, as amended;
 - (f) where the fill placed or dumped, or to be placed or dumped, contains any of the following:
 - (i) refuse;
 - (ii) material from the demolition of any structure;
 - (iii) lumber, pressure treated or otherwise;
 - (iv) asphalt;
 - (v) scrap metal;
 - (vi) pulp and paper products;
 - (vii) ashes;
 - (viii) domestic or industrial waste; or
 - (ix) tires.
- 5.10 No person shall carry out any site alteration on any lands during any period in which a wind warning for the area has been issued by Environment Canada, except for mitigation measures designed to prevent adverse impacts on abutting lands and the environment.
- 5.11 No person shall perform any site alteration unless:
- (a) the drainage system for the lands is provided in accordance with this by-law and all other applicable by-laws of the Town and the Director is satisfied that provision has been made for drainage where such drainage is not provided by natural gradients or a swale;
 - (b) the fill is placed or dumped or removed in such a manner, or the retaining wall containing such fill is erected in such a manner, that no ponding or

alteration of existing flow is caused on abutting lands; and

- (c) erosion and sediment control requirements are met as required by this by-law.

6. Exemptions

6.1 The following activities, are exempted from the requirement to obtain a permit:

- (a) any site alteration less than two hectares (2.0 ha) in size, provided that:
 - (i) no more than three-hundred millimetres (300 mm) of fill in depth is placed on the lands;
 - (ii) the total amount of fill placed on the said lands does not exceed fifty cubic metres (50 m³);
 - (iii) the elevation of the land within six-hundred millimetres (600 mm) of any property line is not changed;
 - (iv) there is no change in the location, direction, elevation or flowrate of any natural or artificial watercourse, open channel, swale or ditch used to drain land;
 - (v) the site alteration activity will not in any way affect the land drainage of abutting properties;
 - (vi) there is control of any sediment runoff; and
 - (vii) the person carrying out, performing or causing the site alteration, or the owner of the property on which the site alteration is being carried out or performed, can demonstrate on a balance of probabilities that all the aforementioned requirements of this paragraph (a) are being complied with in the course of carrying out, performing or causing the site alteration;
- (b) any site alteration where fill is placed or dumped in an excavation to the elevation of existing and adjacent grade following the demolition or removal of a building or structure.
- (c) removal of topsoil as an incidental part of agricultural use, including such removal as an incidental part of sod-farming, greenhouse operations and nurseries for horticultural products, however, this exception does not include the removal of topsoil for sale, exchange or other deposition;
- (d) any site alteration carried out by a Public Authority.

6.2 This by-law does not apply to:

- (a) the placing or dumping of fill, removal of topsoil or alteration of the grade of land imposed after December 31, 2002 as a condition to the approval of a site plan, a plan of subdivision or a consent under section 41, 51 or 53, respectively, of the *Planning Act* or as a requirement of a site plan agreement or subdivision agreement entered into under those sections;
- (b) the placing or dumping of fill, removal of topsoil or alteration of the grade of

- land imposed after December 31, 2002 as a condition to a development permit authorized by regulation made under section 70.2 of the *Planning Act* or as a requirement of an agreement entered into under that regulation;
- (c) the placing or dumping of fill, removal of topsoil or alteration of the grade of land undertaken by a transmitter or distributor, as those terms are defined in section 2 of the *Electricity Act, 1998*, for the purpose of constructing and maintaining a transmission system or a distribution system, as those terms are defined in that section;
 - (d) the placing or dumping of fill, removal of topsoil or alteration of the grade of land undertaken on land described in a licence for a pit or quarry or a permit for a wayside pit or wayside quarry issued under the *Aggregate Resources Act*;
 - (e) the placing or dumping of fill, removal of topsoil or alteration of the grade of land undertaken on land in order to lawfully establish and operate or enlarge any pit or quarry on land,
 - (i) that has not been designated under the *Aggregate Resources Act* or a predecessor of that Act, and
 - (ii) on which a pit or quarry is a permitted land use under a by-law passed under section 34 of the *Planning Act*;
 - (f) the placing or dumping of fill, removal of topsoil or alteration of the grade of land undertaken as an incidental part of drain construction under the *Drainage Act* or the *Tile Drainage Act*;
 - (g) where a regulation under section 28 of the *Conservation Authorities Act*, R.S.O. 1990, c. C.27, is in force respecting site alteration in a specified area within the Town; or
 - (h) activities or matters undertaken by the Town or a local board of the Town.

Part III: Permits

7. Permit Requirements and Conditions

- 7.1 All permit applications must be completed in full, and all required supporting documentation provided, prior to the issuance of a permit.
- 7.2 A permit shall only be issued after approval of the application by the Director or a person appointed by the Director.
- 7.3 All permits shall be subject to the conditions as set out in Schedule "B" and any other conditions imposed by the Director pursuant to this by-law.
- 7.4 To obtain a permit pursuant to this by-law, an applicant shall provide the following:
 - (a) a completed application for a site alteration permit, duly signed by the applicant and, if different from applicant, the owner of the property subject to the application in a form as prescribed by the Director from time to time;

- (b) the application permit fee as established in the Town's Fees and Charges By-law, as it may be amended from time to time;
- (c) securities as per Schedule "A" to this by-law;
- (d) proof of insurance in an amount satisfactory to the Director from an insurer licensed in the Province of Ontario;
- (e) a site alteration plan, certified by a qualified person that:
 - (i) confirms the site alteration will prevent the impairment of water, groundwater and soil quality as well as the off-site effects of soil erosion and sedimentation;
 - (ii) confirms that the site alteration activities will be performed in accordance with the most stringent of the following, unless otherwise directed in writing by the Director:
 - 1) Erosion and Sediment Control Guideline for Urban Construction as prepared by the Greater Golden Horseshoe Area Conservation Authorities dated December 2006, as amended and updated from time to time or successor thereto,
 - 2) federal, provincial, Lake Simcoe Region Conservation Authority, Toronto Region Conservation Authority and The Regional Municipality of York Region standards;
 - 3) Town Standards, and
 - 4) any other applicable legislation that may apply,
 - (iii) will be prepared and submitted in accordance with the Town Standards and to the Director's satisfaction;
- (f) confirmation that the applicant complies or will comply with the permit conditions imposed by the Director or Council, as the case may be, including any of the applicable conditions listed in Schedule "B";
- (g) confirmation that the appropriate archaeological assessments on lands deemed to have moderate to high potentials for the discovery of archaeological resources have been completed to the satisfaction of the Ministry of Tourism Culture and Sport;
- (h) if located on the Oak Ridges Moraine, confirmation that the site alteration is in compliance with Ontario Regulation 140/02, the Oak Ridges Moraine Conservation Plan, and the Town of Aurora Zoning By-law;
- (i) any documentation requested by the Director, to be provided to the Director's satisfaction, demonstrating that all approvals applicable to the site and the site alteration required by the Town or any other government agency have been obtained;
- (j) any additional information as required, in writing, by the Director;

- 7.5 The Director may, prior to the issuance of a permit, require the owner to enter into an agreement, which may be registered on title to the subject lands, containing such requirements as the Director considers necessary to ensure that the site alteration is done in accordance with this by-law, the Town Standards and proper engineering principles. Requirements contained in such agreement may include the owner posting with the Town the required security and where, in the opinion of the Director extensive activities are proposed, certifications by a qualified person, both prior to the issuance of a permit and upon completion of the work.
- 8. Expiry, Renewal, Transfer, Revocation and Refusal of Permits**
- 8.1 Permits issued pursuant to this by-law shall be valid for a period of one-hundred and eighty (180) days from the date of issuance. The Director may renew the permit one (1) or more times for an additional one-hundred and eighty (180) days each time with a permit renewal fee provided by the applicant each time as set out in the Town's Fees and Charges By-Law, as it may be amended from time to time. The Director may, at his/her discretion, impose additional and vary any conditions imposed on a permit being renewed and require additional control measures as a condition of the renewal.
- 8.2 A permit which is no longer valid or which has expired pursuant to this by-law, may be renewed, at the discretion of the Director, upon making a written application to the Director accompanied by payment of the permit renewal fee along with any information, documentation, confirmation deemed required by the Director at his/her discretion necessary to consider such an application. The Director may, at his/her discretion, impose additional and vary any conditions imposed on a permit being renewed in such a manner and require additional control measures as a condition of the renewal.
- 8.3 If the title of the lands for which a permit has been issued is transferred while the permit remains in effect, the permit shall be cancelled unless the new owner of the lands, within thirty (30) days of the transfer, forthwith advises the Director of such transfer and either:
- (a) provides the Town with an undertaking to comply with all the conditions under which the existing permit was issued and also provides a letter of credit and/or a security deposit in accordance with the requirements of Schedule "A" to this By-law; or
 - (b) applies for and obtains a new permit in accordance with the provisions of this by-law;
- 8.4 Where a permit is issued based on mistaken, false or misleading information, the Director may revoke the permit at any time, and the owner and the permit holder shall ensure that all work that was the subject of the revoked permit ceases.
- 8.5 A permit may be revoked by the Director under any of the following circumstances:
- (a) it was issued in error;

- (b) the owner or permit holder requests, in writing, that it be revoked;
 - (c) the terms of an agreement under this by-law have not been complied with;
 - (d) work authorized under the permit has not been commenced within ninety (90) days after the date of issuance of the permit;
 - (e) the owner or permit holder fails to comply with the terms and conditions of the permit;
 - (f) the owner fails to comply with the provisions of this by-law;
- 8.6 If a permit has expired, been cancelled or revoked after the work has commenced and prior to the completion of the site alteration, the owner shall forthwith restore the site to its original condition or to a condition satisfactory to the Director that will prevent adverse impacts on abutting properties and the environment.
- 8.7 Where the Director refuses to issue a permit, the applicant shall be informed in writing of the refusal.
- 8.8 The issuance of a permit by the Director does not relieve the applicant of the responsibilities of obtaining all other approvals which may be required from the Town or from any level of government and agencies thereof or from the compliance with any other by-law, legislation or regulation.

Part IV: Offences, Inspections and Powers of Entry

9. **Power of Entry, Inspections, Prohibitions**
- 9.1 A Municipal Law Enforcement Officer, or any other individual authorized to enforce this by-law on behalf of the Town, may at any reasonable time enter upon any land for the purpose of carrying out an inspection to determine whether the following are being complied with:
- (a) this by-law;
 - (b) any direction or order under this by-law;
 - (c) any condition on a permit issued under this by-law; or
 - (d) an order issued under section 431 of the Municipal Act.
- 9.2 Where an inspection is conducted pursuant to this section, a Municipal Law Enforcement Officer, or any other individual authorized to enforce this by-law on behalf of the Town, may:
- (a) require the production for inspection of documents or things relevant to the inspection;
 - (b) inspect and remove documents or things relevant to the inspection for the purpose of making copies and extracts;

- (c) require information from any person concerning a matter related to the inspection; and
 - (d) alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purpose of the inspection.
- 9.3 No person shall hinder or obstruct or attempt to hinder or obstruct the Town, its employees, officers or agents from carrying out any powers or duties under this by-law.
- 9.4 No person shall contravene any order or direction issued by the Town pursuant to this by-law or the Municipal Act.
- 9.5 Where a Municipal Law Enforcement Officer, or any other individual authorized to enforce this by-law on behalf of the Town, has reasonable grounds to believe that an offence has been committed by any person, the authorized officer may require the name, address and proof of identity of that person, and the person shall supply the required information.
- 9.6 No person shall decline or neglect to give, produce or deliver any access, information, document or other thing that is requested pursuant to this by-law by a person authorized to enforce this by-law.
- 9.7 No person shall knowingly make, participate in, assent to or acquiesce in the provision of false information in a statement, affidavit, application or other document prepared, submitted or filed under this by-law.
10. **Order**
- 10.1 Where the Director or any Municipal Law Enforcement Officer is satisfied that a contravention of this by-law or a permit has occurred, such Director or Municipal Law Enforcement Officer may make an order requiring that the person who caused or permitted such contravention, or the owner or occupier of the land on which the contravention occurred, to discontinue the contravening activity and/or to do work to correct the contravention.
- 10.2 An order pursuant to section 10.1 shall set out the following:
- (a) the municipal address and/or the legal description of the land or premises on which the contravention occurred;
 - (b) reasonable particulars of the contravention;
 - (c) what is required of the person subject to the order;
 - (d) the date by which there must be compliance with the order and/or, if any work is ordered, the date by which any such work must be done;
 - (e) if any work is required to be done, a statement that if such work is not done in compliance with the order and within a specified time period, the Town will have the work done at the expense of the person directed or required to do it; and

- (f) information regarding the Town's contact person.

10.3 An order pursuant to section 10.1 shall be deemed to have been received upon:

- (a) personal service of the order to the person being served;
- (b) the day after posting a copy of the order on the land on which the contravention took place; or
- (c) the fifth (5th) day after the order is sent by registered mail to the last known address of the owner of the land on which the contravention took place or the last known address of any other person in contravention of this by-law.

11. Remedial Action and Cost Recovery

11.1 Wherever this by-law or an order issued under this by-law directs or requires any matter or thing to be done by any person within a specified time period, in default of it being done by the person directed or required to do it, the action may be taken under the direction of the Director or a Municipal Law Enforcement Officer at that person's expense and the Town may recover the costs incurred through a legal action or by recovering the costs in the same manner as taxes.

11.2 For the purposes of taking remedial action under section 11.1, the Town, its staff and/or its agents may enter, at any reasonable time, upon any lands on which a default to carry out a required thing or matter occurred.

11.3 Where a person has carried out a site alteration contrary to this by-law, that person, the owner of the lands on which such site alteration took place and, if a permit has been issued, the permit holder shall each be jointly and severally responsible for the restoration of the land to the grade as it existed prior to such site alteration, or to the satisfaction of the Director.

11.4 Where a security has been provided to the Town with respect to a permit, the Town may:

- (a) draw upon or use such security to recover any costs incurred by the Town to remedy or address any contravention of this by-law, any non-compliance with an order issued pursuant to this by-law or any contravention of any term or condition of a permit issued or agreement entered into under this by-law;
- (b) upon the failure by the permit holder to complete all or part of the works in the time stipulated in the site alteration plan, draw the appropriate amount from the securities deposited and use the funds to arrange for the completion of the said works, or any part thereof;
- (c) upon failure by the permit holder to install, repair, maintain or decommission a specific part of the works as requested by the Town, draw upon the securities deposited and use the funds to arrange for the completion of the said works, or any part thereof;
- (d) in the case of emergency repairs or clean-up, undertake the necessary works at the expense of the permit holder and draw upon the securities to pay for such works or reimburse itself for any resulting costs incurred by the Town;

- (e) upon failure of the permit holder to restore a site to a condition satisfactory to the Director where the permit has expired, been cancelled or revoked after the work has commenced and prior to completion of the site alteration, draw upon or use such security to recover any costs incurred by the Town to restore the site to the Director's satisfaction.

12. Offence

- 12.1 Every Person who contravenes a provision of this by-law, including an order issued under this by-law, is guilty of an offence. If a corporation has contravened a provision of this by-law, including an order issued under this by-law, every director and officer who knowingly concurred in such a contravention is guilty of an offence.
- 12.2 Pursuant to subsection 429(2) of the Municipal Act, all contraventions of this by-law or orders issued under this by-law are designated as multiple offences and continuing offences. If a contravention of any provision of this by-law has not been corrected, or an order issued under this by-law has not been complied with, the contravention of such a provision or an order shall be deemed to be a continuing offence for each day or part of a day that the contravention remains uncorrected or an order not complied with. A multiple offence is an offence in respect of two (2) or more acts or omissions each of which separately constitutes an offence and is a contravention of the same provision of this by-law.

13. Penalties

- 13.1 On conviction of an offence under this by-law, every person is liable to a fine in accordance with the following rules pursuant to the Municipal Act:
 - (a) to a fine of not less than \$500.00 and not more than \$100,000.00;
 - (b) in the case of a continuing offence, for each day or part of a day that the offence continues, the minimum fine shall be \$500.00 and the maximum fine shall be \$10,000.00; despite paragraph (a), the total of all the daily fines for an offence is not limited to \$100,000;
 - (c) in the case of a multiple offence, for each offence included in the multiple offence, the minimum fine shall be \$500.00 and the maximum fine shall be \$10,000.00, despite paragraph (a), the total of all fines for each included offence is not limited to \$100,000.
- 13.2 In addition to fines under this section, a person convicted of an offence under this by-law may be liable to a special fine in the amount of the economic advantage or gain that such a person obtained from the contravention of this by-law. Notwithstanding section 13.1, a special fine may exceed \$100,000.

14. Presumption – Owner

- 14.1 An owner shall be presumed to have carried out or caused or permitted to be carried out a site alteration that occurred on a site owned by such owner, or contravened or caused or permitted the contravention of the terms or conditions of a permit applicable to a site owned by such owner, as the case may be, which

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presumption may be rebutted by evidence to the contrary on a balance of probabilities.

15. Indemnity

- 15.1 Any person who conducts, causes or permits any site alteration, regardless of whether compliant with the provisions of this by-law, shall be deemed to undertake to, and shall, save harmless and indemnify the Town, its officers, employees, servants or agents from any claims associated with any injury, loss or damage to any person or property, as a result of any site alteration.

Part IX: General Provisions

16. If a court of competent jurisdiction declares any provision, or any part of a provision, of this by-law to be invalid or to be of no force and effect, it is the intention of the Town in enacting this by-law that such provision or part of a provision shall be severable, and such a decision shall not affect the validity of the remaining sections, subsections, clauses or phrases of this by-law.
17. The following Schedules attached to this by-law form and are part of this by-law;
- (a) Schedule "A" - Security;
 - (b) Schedule "B" - Permit Conditions;
17. This by-law shall be referred to as the "Site Alteration By-law".
18. By-law Number 3399-92, as amended, and By-law Number 4751-05.P, as amended, be and are hereby repealed.
19. For the purpose of transition to this by-law, any permits issued pursuant to By-law Number 3399-92 and By-law Number 4751-05.P prior to the effective date of this by-law shall remain effective and be subject to the provisions of this by-law, except that such a permit shall be subject to the terms and conditions imposed at the time of issuance until otherwise amended pursuant to this by-law.
20. This by-law shall come into full force and effect on the date of final passage hereof.

Enacted by Town of Aurora Council this XX day of XX, 2019.

Tom Mrakas, Mayor

Michael de Rond, Town Clerk

Schedule "A"

Security

1. The Director may at his/her discretion request an irrevocable letter of credit/security deposit in favour of the Town to cover up to:
 - (a) one-hundred percent (100%) of the estimated cost of erosion and sediment control measures and any other site management control measures; and/or
 - (b) one-hundred percent (100%) of estimated cost to return the site to a condition satisfactory to the Director in a manner that will prevent adverse impacts on abutting properties and the environment.

In addition, the Director may, at his/her discretion, also request a security deposit up to an amount determined by the Director necessary to cover potential damages to roads and road maintenance measures due to site alteration works.

The letter of credit/security deposit shall be in a form acceptable to the Director that may include, but not be limited to, the following requirements:

- 1.1 letter of credit/security deposit to remain in effect for the full duration of the permit;
 - 1.2 letter of credit/security deposit and its subsequent renewal forms to contain a clause stating that thirty (30) days written notice must be given to the Town prior to its expiry or cancellation;
 - 1.3 in the event that the Town receives notice that a letter of credit/security deposit is expiring and will not be renewed, or, if further or additional securities are not provided within thirty (30) days, the Town to have a right to draw on the current letter of credit/security deposit at its discretion;
 - 1.4 any interest accruing on the realized security to belong to the Town and not the permit holder.
2. The Director may release the permit holder's security or the remaining amount of any reduced security when:
 - 2.1 the permit holder has provided adequate proof to the Director's satisfaction, which may require certification from a qualified person, that the site condition is in accordance with this by-law and the site alteration plan accompanying the permit; and
 - 2.2 the Director is satisfied upon final inspection by the Town that the site condition is in accordance with this by-law and the site alteration plan accompanying the permit.

Schedule "B"

Permit Conditions

1. Unless waived or otherwise amended by the Director or Council, all permit holders under this by-law shall:
 - 1.1 notify the Director within forty-eight (48) hours of commencing any land disturbing activity;
 - 1.2 notify the Director of the completion of any control measures, within forty-eight (48) hours after installation;
 - 1.3 obtain permission in writing from the Director prior to modifying the site alteration plan;
 - 1.4 install all site control measures, as identified in the approved site alteration plan, prior to soil stripping; these measures shall be maintained by the permit holder or subsequent landowner during the period of land disturbance in a manner satisfactory to the Director to ensure adequate compliance with the requirements of this by-law and to prevent damage as a result of erosion, sedimentation or flooding;
 - 1.5 repair any sedimentation or erosion damage to adjoining surfaces, drainageways and watercourses resulting from land disturbing activities;
 - 1.6 inspect the construction control measures at least once per week and after each rainfall, which may be severe enough to cause erosion and sediment drainage to adjoining properties, and complete repairs within forty-eight (48) hours to the satisfaction of the Director;
 - 1.7 allow employees of the Town, and/or any other person(s) working on behalf of the Town, to enter the site for the purpose of inspecting for compliance with the approved site alteration plan or for performing any work necessary to bring the site into compliance with the approved site alteration plan;
 - 1.8 maintain a copy of the permit and the approved site alteration plan on the site, as well as, a record of all inspections. Copies of all inspection reports must be made available to the Town upon request;
 - 1.9 be responsible for the activities of his/her agents, servants, employees, contractors and subcontractors who may create a situation of non-compliance of the permit;
 - 1.10 provide additional information and construct additional control measures, not identified in the site alteration plan, as deemed necessary by the Director to ensure no erosion and sediment damage to the adjoining properties from activities on the site;
 - 1.11 not remove trees or other vegetation that is in contravention of the Town's Private Tree Protection By-law or Zoning By-law as amended or successor legislation thereto or is in contravention of any other applicable law or regulation.

By-law Number XXXX-19

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2. In addition to the above, the Director may prescribe conditions, amongst others, with respect to the following:
 - 2.1 the maximum height of fill to be placed or dumped in any area or areas of any lands;
 - 2.2 the maximum volume of fill to be placed or dumped in any area or areas of any lands;
 - 2.3 notwithstanding any other provision of this by-law, further limiting and defining the quality or type or source of fill to be placed on any area or areas of any lands;
 - 2.4 limiting the days and time of day during which site alteration may take place on any lands;
 - 2.5 prescribing the maximum rise of slopes, expressed as a percentage or ratio, for fill placed or dumped on any lands and the maximum time in which those rises must be achieved;
 - 2.6 prescribing a date by which the site alteration must be completed; and
 - 2.7 site remediation measures, including topsoil, seeding, sodding and installation of berms and landscaping, as are necessary to minimize the visual impact of site alteration proposals.

DRAFT



**Town of Aurora
General Committee Report No. PSD19-099**

Subject: Mitigation Tactics to Prevent Illegal Demolition of Listed Heritage Buildings

Prepared by: Carlson Tsang, Planner

Department: Planning and Development Services

Date: November 19, 2019

Recommendation

- 1. That Report No. PSD19-099 be received;**
- 2. That an amendment to Fee By-law 6147-19 be presented to Council to allow the Building Division to collect a deposit in the amount of \$10,000 when an owner applies for a demolition permit for a listed heritage property; and,**
- 3. That the deposit only be returned to the owner after the requirements of the *Ontario Heritage Act* have been completed in respect of the proposed demolition.**

Executive Summary

Staff were directed by Council at its meeting on May 14, 2019 to report an approach to strengthen the protection of the Town's listed heritage properties. The purpose of this report is to discuss mitigation tactics that can be implemented by the Town to prevent unlawful demolition of listed heritage buildings. Listed properties are more prone to unlawful demolition because they are not subject to full protection under the *Ontario Heritage Act*. Staff are proposing the following strategies:

- When owners apply for a permit to demolish a building on a listed property, the Building Division would hold a deposit for \$10,000 as security until Council makes a decision on the application.
- Council approved a capital budget as part of the Town's 2020 capital investment plan which includes the procurement of consultant services to undertake a comprehensive heritage assessment of all listed heritage properties in the Town's register. This project will assist the Town in identifying those listed

properties of significant heritage value so they can be designated for increased protection under the Ontario Heritage Act and the Town's Heritage Property Standard By-law.

Background

The *Ontario Heritage Act* gives municipalities the authority to maintain a register that contains properties of significant heritage value. This record is known as the Register of Properties of Cultural Heritage Value or Interest. Keeping a register allows a municipality to keep track of its cultural heritage resources and appropriately plan for their conservation. The Town of Aurora's register currently contains 48 individually designated properties, 148 properties within the Northeast Old Aurora Heritage Conservation District, and 413 non-designated properties (commonly known as "Listed") that been identified as being of potential cultural heritage value or interest.

Existing Demolition Control Regulations for Heritage Properties

Under the *Building Code Act, 1992*, a permit is required to demolish an existing building or structure greater than 10 m² (107.63 ft²). The Chief Building Official will not issue a permit unless the applicant complies with the *Building Code Act, 1992* and specific applicable laws including the following sections of the Ontario Heritage Act:

Section 34 and 42 of the *Ontario Heritage Act* with respect to the consent of the Council for the demolition of a building on an individually designated property (Part IV) or within a Heritage Conservation District (Part V)

Any building or structure on a designated property or within a Heritage Conservation District shall not be demolished unless the owner receives written consent from Council. The submission of a heritage application is required to initiate the process. A Heritage Impact Assessment will be required to support the demolition. The application will be considered by Council in consultation with the Heritage Advisory Committee. Council must issue a decision within 90 days of receiving the request, or else Council will be deemed to have consented to the demolition.

Section 27 (3) of the *Ontario Heritage Act* with respect to the permit given by Council for the demolition of building on an listed property on the register.

Listed properties are subject to interim protection where owners are required to provide the Town at least 60-day notice in writing of their intention to demolish or remove a building or structure on the property. The notice period allows Council to determine, in consultation with the Heritage Advisory Committee, whether the building is worthy of designation based on the prescribed criteria outlined in the *Ontario Heritage Act*.

If Council deems the property not worthy of designation, the property will be removed from the heritage register which enables the Building Division to issue a demolition permit provided all the other requirements under the Building Code have been satisfied. If Council determines that the property is worthy of designation, the demolition request would be denied. Council would then begin the process under the *Ontario Heritage Act* to designate the property for its long term protection.

Illegal Demolition of Heritage Buildings in Ontario

According to a study prepared by the Architectural Conservancy of Ontario, Community Heritage Ontario and the Ontario Heritage Foundation, titled “The Loss of Heritage Properties in Ontario”, Ontario communities continue to lose significant number of heritage buildings. Since 1985, 433 buildings have been lost in a sample of 22 communities including Toronto, Richmond Hill and Waterloo. In these 22 communities, designated buildings make up 13% of the lost heritage buildings, while listed buildings make up 65% of the losses. Listed heritage properties are more prone to illegal demolition because they are subject to less protection under the *Ontario Heritage Act*. Many municipalities are beginning to acknowledge the situation and are taking appropriate action to protect their heritage resources.

Analysis

When owners apply for a permit to demolish a building on a listed property, the Town would hold a deposit as security until Council makes a decision on the application.

Staff recommend that the Building Division collect a substantial deposit as a requirement for a complete application when owners apply for a demolition permit (including partial demolition) for a listed property. This would require amendments to Schedule G of the Town’s By-law 6147-19 as it relates to fees for building permit applications. Staff are proposing the deposit to be in the amount of \$10,000 as this

November 19, 2019

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Report No. PDS19-099

would be the approximate cost for a prosecution if someone contravened the heritage Act by prematurely demolishing the structure.

The deposit would serve as security during the 60-day review period. If the building is demolished before Council renders a decision on the demolition request, the deposit would be forfeited to the Town. The money would be deposited to the Town's Heritage Reserve to fund the expenditures of heritage conservation programs.

If Council determines the property does not meet the Provincial criteria for heritage designation and thereby approves the demolition request, the Building Division would release the deposit to the Owner and issue the demolition permit. If Council determines that the property is deemed worthy of heritage designation, the demolition request would be denied and Staff would then begin the process to designate the property. The deposit would be returned to the Owner after the designation process is complete in accordance with the Ontario Heritage Act requirements.

Council approved a capital budget for the procurement of consultant services to undertake a comprehensive heritage assessment of all listed heritage properties in the Town's register. This project will assist the Town in identifying those listed properties of significant heritage value so they can be designated for increased protection under the *Ontario Heritage Act* and the Town's Heritage Property Standard By-law.

A project was included in the approval 2020 capital budget for the procurement of consultant services to undertake a comprehensive heritage assessment of all listed heritage properties in the Town's Register of Properties of Cultural Heritage Value or Interest. This project will identify those properties that are worthy of designation for greater degree of protection through the following:

- **Heritage Designation By-law**

A municipal by-law will be registered on title of the property to give effect to the designation which provides strong protection against demolition and unsympathetic alteration. The By-law will also identify the attributes or features that contributes to the property's cultural heritage value. Any alteration that is likely to affect the property's heritage attributes will require Council's approval through the heritage permit process in accordance with Section 29 of the *Ontario Heritage Act*.

- **Heritage Property Standard By-law 5489-13**

Designated properties are protected by the Town's Heritage Property Standard By-law 5489-13, as authorized under Section 35.3 and 45.1 of the *Ontario Heritage Act*. The By-law prescribes minimum standards to maintain the heritage attributes of designated properties or properties situated in a Heritage Conservation District.

The Town does not have permission under the *Ontario Heritage Act* to include provisions in the Heritage Property Standard By-law to protect listed properties.

- **Heritage Easement Agreement**

The *Ontario Heritage Act* empowers municipalities to enter into easements with owners of designated properties for increased protection of buildings of historic or architectural value or interest. When an owner signs an easement, the owner agrees to maintain the property to a recognized preservation standard. This agreement is registered on title and allows the owner of the property to ensure its preservation while retaining possession and use of the property. This protection cannot be revoked except by mutual consent of both parties.

- **Severe Penalty under the *Ontario Heritage Act***

Section 69 of the *Ontario Heritage Act* allows for imposition of a fine of up to \$1,000,000 for any person found illegally demolishing a building or structure on a designated property. This amount recognizes that illegal demolition of designated heritage resources is one of the most serious offences under the *Ontario Heritage Act*. Provision is also made for municipalities to recover the cost of restoring illegally altered buildings or structure on a designated property.

Advisory Committee Review

At the Heritage Advisory Committee meeting on November 4, 2019, the Committee suggested that the amount of securities to be collected should vary based on the scale of the proposal. Large-scale developments such as a residential apartment building should be subject to a higher amount, while modest developments like a detached dwelling should be subject to lesser amount.

The Committee also suggested a freeze be implemented as a penalty to prohibit any redevelopment on a property that is subject to illegal demolition for a prescribed period of time. However, it should be noted that the Town does not have the authority under

the Building Code Act to not accept a building permit application or prevent the issuance of a building permit if the owner has met all the requirements of Building Code.

Legal Considerations

Legal considerations are throughout the report.

Financial Implications

Capital Project No.81027 with a total budget of \$100,000 was approved by Council as part of the Town's 2020 capital investment plan for the procurement of consultant services to undertake a comprehensive heritage assessment of all listed heritage properties in the Town's register.

Communications Considerations

Information about the securities required for demolition permit will be captured in the amendments to the Town's Fee By-law 6147-19.

Future consideration by Council to pursue designation of properties under Part IV or V of the *Ontario Heritage Act* will require the Town Clerk to publish and serve Council's Notice of Intention to Designate as per requirements of the *Ontario Heritage Act*, including notice in the local newspaper.

Link to Strategic Plan

The conservation of heritage resources supports the Strategic Plan goal of Supporting an Exceptional Quality of Life for All through its accomplishment in satisfying requirements in objective Celebrating and Promoting our Culture.

Alternative(s) to the Recommendation

None.

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Conclusions

There are more than 400 properties in the Town's register that have been identified as being of potential cultural heritage value or interest. However, those listed properties that are worthy of designation are not fully protected by the *Ontario Heritage Act* and are more prone to illegal demolition or inappropriate alteration. At the Council Meeting on May 14, 2019, Staff were directed by Council to review mitigation tactics to strengthen protection for the listed properties. Staff are proposing two strategies, which includes holding financial securities for demolition permit and pursuing heritage designation for those listed properties of significant heritage value for greater degree of protection.

Attachments

None.

Previous Reports

Heritage Advisory Committee Report HAC19-006 dated November 4, 2019

Pre-submission Review

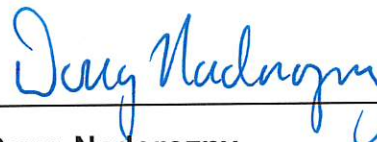
Agenda Management Team review on October 31, 2019

Departmental Approval



**David Waters, MCIP, RPP, PLE
Director
Planning and Development Services**

Approved for Agenda



**Doug Nadorozny
Chief Administrative Officer**



**Town of Aurora
General Committee Report No. CMS19-029**

Subject: Aurora's Community Recognition Awards
Prepared by: Shelley Ware, Recreation Supervisor – Special Events
Department: Community Services
Date: November 19, 2019

Recommendation

- 1. That Report No. CMS19-029 be received; and**
- 2. That the addition of a Senior Volunteer Award be approved as part of Aurora's Community Recognition Awards program.**

Executive Summary

This report outlines the feasibility of adding a Senior Volunteer Award as a stand-alone award category to Aurora's Community Recognition Awards program. Considerations include:

- Annual comprehensive program review ensures that the program reflects the spirit of volunteerism in the Aurora community
- The addition of the Senior Volunteer Award would complement the existing awards program

Background

Aurora's Community Recognition Awards program has been a long-standing recognition program, which celebrates and recognizes the importance of volunteering. Volunteers are the heart of our community. This award program honors remarkable individuals, groups or businesses that have enhanced our community and made Aurora a great place to live, work and play.

The Community Recognition Review Advisory Committee (CRRAC) annually evaluates and reviews the award categories. During the review process of the 2019 Awards Ceremony, it was determined that the current award categories are still current and celebrate the cross sections of volunteers who are contributing to the community through the range of different award categories. However, a delegation from a local resident was presented to the Committee suggesting the addition of a senior award.

November 19, 2019

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Report No. CMS19-029

Through this delegation and strategic consideration, the CRRAC sees the value of adding a Senior Volunteer Award.

Analysis

Annual comprehensive program review ensures that the program reflects the spirit of volunteerism in the Aurora community

The review and debriefing process are important elements of all events, and is done annually. In reviewing the Community Recognition Awards program, staff did a thorough regional review of similar award programs in other municipalities within the Region. This information demonstrated that the current program is similar to other municipalities but is also reflective of Aurora's small town charm, supported by a strong volunteer-centered community.

The addition of the Senior Volunteer Award would complement the existing awards program

The awards currently being presented include the Years of Service, Youth Volunteer, Green, Inclusivity, Community Leadership, Good Neighbour, Arts and Culture, Community Safety, Good Business, and Citizen of the Year awards.

The proposed addition of the Senior Volunteer Award would be presented to a citizen who is 55 years of age or older who, through their volunteer efforts, has made a significant contribution to the community and has demonstrated their commitment to being a positive leader today and in the future.

The senior population in Aurora is a growing one and they are very active and robust within the community. Many contribute to Aurora in their own individual way and others have a visible presence within the local charitable organizations.

Advisory Committee Review

The CRRAC is in support of the Senior Volunteer Award being added to the program as was discussed in the Committee meeting on Monday, November 4, 2019.

Legal Considerations

None

Financial Implications

There is sufficient funding available within staff's proposed multi-year operating budget to cover the anticipated minor incremental costs arising from the addition of the new Senior Volunteer Award.

Communications Considerations

The addition of the Senior Volunteer Award would be included in all Community Recognition Awards moving forward. Communications would also be sent to the Seniors' Centre to advise them and encourage them to participate in the nomination process.

Link to Strategic Plan

The addition of the Senior Volunteer Award as part of Aurora's Community Recognition Awards program would support Objective 3 of the Town's Strategic Plan: *Celebrating and promoting our culture* and Objective 5: *Strengthening the fabric of our community*.

Alternative(s) to the Recommendation

1. Council may choose to keep the existing award categories and not add the Senior Volunteer Award.

Conclusions

Aurora's Community Recognition Awards is a great way to celebrate and recognize the Town's local heroes who, through their volunteerism, have contributed to making Aurora a great place to connect with, live and play in. The addition of the Senior Volunteer Award would add value to this recognition program.

Attachments

Attachment 1 - Proposed 2020 Community Recognition Awards Nomination Form

Previous Reports

Not Applicable

November 19, 2019

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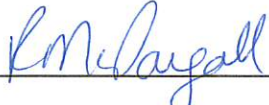
Report No. CMS19-029

Pre-submission Review

Agenda Management Team review on November 5, 2019

Departmental Approval

Approved for Agenda



**Robin McDougall
Director
Community Services**



**Doug Nadorozny
Chief Administrative Officer**



100 John West Way,
Box 1000,
Aurora, ON L4G 6J1
Phone: 905-726-4762

TOWN OF AURORA

Attachment 1

2020 Community Recognition Awards Categories & Criteria

The Town of Aurora recognizes and honours volunteers who help create a community where individuals, groups and businesses actively support the Town's development and enhance the overall community.

Do you know an individual, corporation, or business that deserves to be recognized for their outstanding contributions to our community? If so, please complete the nomination form below no later than **Friday, April 3, 2020**. Nominators will need to provide responses to the questions specific to the award for which they are submitting a nomination.

Winners will be recognized at the Community Recognition Awards Ceremony on **Monday, May 25, 2020**.

Volunteer Service Award

Awarded to individuals with 20 or more (25, 30, 35, 40) years of continuous service to the Aurora community.

Criteria: Nomination form must be accompanied by a letter of reference verifying the years of continuous service.

Please Note: To recognize service awards for 5, 10, or 15 years of continued service, please submit a nomination form indicating the years of service, and the Mayor and Members of Council would be happy to present these awards to the volunteers at your Annual General Meeting (AGM).

Youth Volunteer Award

This award is presented to a citizen up to the age of 19 who, through their volunteer efforts, has made a significant contribution to the community and has demonstrated their commitment to being a positive leader today and in the future;

Please Note: 1) Nominee must be 19 years of age or younger and have volunteered on behalf of or within the Town of Aurora for at least two (2) years.
2) Nominees must have volunteered above and beyond any Community Service requirement hours and must not have completed their volunteer work as part of their employment.

Please provide answers to these questions about your nominee and attach to the nomination form:

- What kind of volunteer projects has the nominee been involved in?
- How has the nominee had a positive impact on the community?



100 John West Way,
Box 1000,
Aurora, ON L4G 6J1
Phone: 905-726-4762

TOWN OF AURORA

2020 Community Recognition Awards Categories & Criteria

Senior Volunteer Award

This award is presented to a citizen who is 55 years of age or older who, through their volunteer efforts, has made a significant contribution to the community and has demonstrated their commitment to being a positive leader today and in the future.

Please provide answers to these questions about your nominee and attach to the nomination form:

- What kind of volunteer projects has the nominee been involved in?
- How has the nominee had a positive impact on the community?

Green Award

Honouring an individual, business or community organization that supports the protection, preservation, sustainability or conservation of our natural environment, this award celebrates those who share the Town's commitment to creating a greener community.

Please provide answers to these questions about your nominee and attach to the nomination form:

- What specific actions has the nominee taken to improve our natural environment?
- What kind of projects has the nominee been involved in that contribute towards a greener community?

Arts and Culture Award

Inspired by the Johnsons family, this award is presented to an individual or group that has enhanced our community through their support or promotion of culture, music, visual, performing, or the literary arts.

Please provide answers to these questions about your nominee and attach to the nomination form:

- How has the contributions of the nominee enhanced Aurora with their support of culture, music, visual, performing or the literary arts?
- Why do you think the nominee should receive this award?



100 John West Way,
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Phone: 905-726-4762

TOWN OF AURORA

2020 Community Recognition Awards Categories & Criteria

Community Leadership Award

This award is presented to an individual, youth, business, community organization, or not-for-profit organization that has significantly enhanced the Town through their contribution, commitment, and leadership in the areas of charitable giving, civic engagement, community events, or community spirit.

Please provide answers to these questions about your nominee and attach to the nomination form:

- How has the nominee distinguished themselves as a community leader?
- Why do you think the nominee should receive this award?

Good Business Award

This award is presented to an Aurora business that has shown its commitment to assisting Aurora's economic prosperity, corporate responsibility, and community involvement through its ongoing support of charitable causes, events, or programs.

Please provide answers to these questions about your nominee and attach to the nomination form:

- What direct impact has the actions of the nominee had on charitable causes, events or programs in the community?
- Please provide some examples of how the nominee has shown their commitment to corporate responsibility and the community.

Inclusivity Award

This award is presented to an individual, group, or business which has contributed to making the Town of Aurora a more accessible and/or inclusive place to live, work, and play for all people regardless of race, national or ethnic origin, religion, age, sex, sexual orientation, marital status, family status, or disability.

Please provide answers to these questions about your nominee and attach to the nomination form:

- What initiatives taken by the nominee have contributed to making the Aurora community more inclusive?
- Why do you think the nominee should receive this award?



100 John West Way,
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Aurora, ON L4G 6J1
Phone: 905-726-4762

TOWN OF AURORA

2020 Community Recognition Awards Categories & Criteria

Good Neighbour Award

Inspired by Frank Camenzuli, this award is presented to someone who embodies what it means to be a good neighbour; this award recognizes and celebrates the simple acts of kindness and compassion that help create connected and vibrant neighbourhoods.

Please Note: Nominees will not be considered for this award if their nomination involved monetary compensation or fulfilling duties of their employment.

Please provide answers to these questions about your nominee and attach to the nomination form:

- How has the nominee demonstrated simple acts of kindness and compassion in your neighbourhood?
- Please provide examples of how the nominee has been a good neighbour.

Community Safety Award

Presented to an individual dedicated to the development, promotion or support of initiatives that improve community safety, this award recognizes that safer communities only happen when individuals take action to make a difference.

Please Note: This could be awarded to an employee who goes beyond the scope of their employment duties.

Please provide answers to these questions about your nominee and attach to the nomination form:

- How has the nominee contributed to making our community safer?
- Why do you feel the nominee is deserving of this award?



100 John West Way,
Box 1000,
Aurora, ON L4G 6J1
Phone: 905-726-4762

TOWN OF AURORA

2020 Community Recognition Awards Categories & Criteria

Citizen of the Year Award

The Town of Aurora's Citizen of the Year Award is an annual award recognizing the exceptional contributions made by a local citizen to our community.

The Citizen of the Year Award has been awarded by the Town of Aurora since 1970. This individual is selected by the Office of the Mayor in consultation with a small group of dedicated community volunteers. The award recipient has demonstrated all-round community involvement rather than specific activity or contribution.

- Criteria:
- 1) Nominee must be a citizen of the Town of Aurora who is at least 16 years of age, excluding elected Members of Council or employees of the Town of Aurora.
 - 2) Nominations may be made by an individual citizen, a group of citizens, and/or a Town organization.
 - 3) Nomination form must be accompanied by at least one (1) letter of no more than two (2) pages, detailing the recent or ongoing activities or contributions of the nominee in the Town of Aurora. These activities should demonstrate all-round community involvement rather than a specific activity or contribution.
 - 4) Independent letters of support are encouraged.
 - 5) Special consideration may be given to nominees younger than 16 years of age, if the evaluation group deems such a nomination applicable and the nominee meets all other criteria.

The evaluation group will give priority to nominations that recognize a nominee's recent or ongoing activities or contributions to the Town of Aurora. Special consideration may be given to posthumous nominations or to nominees whose activities or contributions occurred more than three (3) years ago, if the evaluation group deems such nominations applicable and the nominee meets all other criteria.

Nominations will be accepted until **Friday, April 3, 2020**. All nominations can be emailed to sware@aurora.ca or mailed to:

Attention: 2020 Community Recognition Award Nomination

Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1



100 John West Way,
Box 1000,
Aurora, ON L4G 6J1
Phone: 905-726-4762

TOWN OF AURORA

**2020 Community Recognition Awards
Nomination Form**

Please complete all fields of the 2020 Community Recognition Awards Nomination Form ensuring the correct spelling of each name. Nominations will be accepted until **Friday, April 3, 2020.**

Date: _____

Nominator: _____

Organization (if applicable): _____

Address: _____

Postal Code: _____

Telephone: _____

Email Address: _____

Category:

- Volunteer Service Award (5, 10, 15 years)
(Presented at the organization's AGM)
- Youth Volunteer Award
- Green Award
- Community Leadership Award
- Inclusivity Award
- Community Safety Award
- Volunteer Service Award (20, 25, 30, 35, 40 years)
- Senior Volunteer Award
- Arts and Culture Award
- Good Business Award
- Good Neighbour Award
- Citizen of the Year Award

Date: _____

I Nominate: _____

Address: _____

Postal Code: _____

Telephone: _____

Email Address: _____

**Please attach only the answers required for the questions in the
specific award category of this nomination.**