



Final Report Presentation

Town of Aurora
Service Delivery Review

October 2021



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Agenda

Section

- 1 Project Overview
- 2 Summary of Key Findings
- 3 Overview of Current Service Performance and Projected Service Demands
- 4 Overview of Improvement Opportunities
- 5 Implementation and Next Steps
- 6 Q&A

Objectives

The Town of Aurora engaged StrategyCorp to conduct a Service Delivery Review (“SDR” or “Engagement”). This project is focused on improving services that residents use in their day-to-day lives, while also driving ongoing efficiencies, innovation, and cost savings in delivering those services.

OBJECTIVES

Members of the Council and the Town’s senior leadership team defined the objectives of a successful review as:

- Providing clarity on the services that Aurora provides and articulating their value;
- Validating that Aurora is providing the right services and whether it should provide new ones;
- Identifying where service levels and KPIs need to be set and documented and how they currently compare to peers;
- Gaining the resident perspective on the services provided;
- Informing further discussions on organizational capacity and how departments should collaborate to achieve service levels;
- Understanding how growth and COVID-19 will impact service levels and future resource needs; and
- Informing disaster recovery and business continuity planning.

Methodology

In conducting this SDR, StrategyCorp undertook an approach comprised of the following main phases.

APRIL TO OCTOBER 2021

Research and Current State Assessment

Identified strengths, gaps, and opportunities related to the Town's services. Sources included:

- ✓ Internal data and documents.
- ✓ Council (5), ELT (7), and CMT (21) interviews.
- ✓ Corporate Service Inventory (documented service descriptions, levels, and gaps).
- ✓ 2019 FIR data was used to ensure analytical consistency and comparability.

Growth Impact Analysis

- ✓ Reviewed Town growth planning documents.
- ✓ Engaged subject matter experts.
- ✓ Defined a set of future growth scenarios and service growth drivers.
- ✓ Developed high-level service needs forecast and a readiness assessment using population growth and comparator municipality benchmarking.

Resident Engagement

- ✓ Launched a public engagement survey to take a pulse check of the Town's experience with resident-facing services.
- ✓ Received 97 responses and good insight into the trends of resident experiences with Town services.

Opportunity Development

- ✓ 21 service-driven opportunities and 18 continuous improvement opportunities were identified based on work completed in Phases 1 and 2, comparator benchmarking, and leading practices.
- ✓ Opportunity analysis and development used most recent 2021 Town budget data to ensure accurate analysis.

Key Takeaways



HEALTHY FINANCIAL POSITION

Overall, the Town is in a **healthy position** from a financial and organizational capacity perspective. Aurora's **taxation levels are also on par** with that of comparators.



TOWN GROWTH

The ability to service future growth emerged as a key theme. **Population and development-driven services** will face greater difficulty in meeting planned growth targets from York's MCR.



SERVICE PERFORMANCE

19/25 of Town's services are performing at/above standard. However, many service areas need to establish or update to **more defined service levels**, as well as develop **internal service level agreements**.



STAFF CULTURE AND DEVELOPMENT

Participants referenced a **positive culture** and **dedicated staff teams** at Aurora. There is opportunity for Aurora to invest in its workforce of the future through a long-term **HR strategy**.



SERVICE MODERNIZATION

A significant number of continuous improvement and modernization initiatives are underway. Moving forward, it is important for Aurora to leverage **change management** to support the people side of change.



DIGITAL TRANSFORMATION

Along with HR, the future of work is also accelerating **digital transformation** in municipalities. Aurora has both the opportunity to participate in **regional collaboration** efforts and **modernize** its own operations.

Current Service Performance

The following provides an overview of Town service level performance, as identified in the service delivery review and through resident input.

TOWN SERVICE PERFORMANCE

19/
25

Services performing at/above standard

23/
25

Services with partially to fully defined service levels

17/
25

Services with partially to fully defined KPIs

RESIDENT PERSPECTIVES

Close to 100 residents responded to the resident satisfaction survey. Overall, they had high praise for the Town's services including recreation, parks, library, Access Aurora, Machell's Alley, special events, building, and communication.

82%

Reported that they are either satisfied or very satisfied with the overall Town service level.

58%

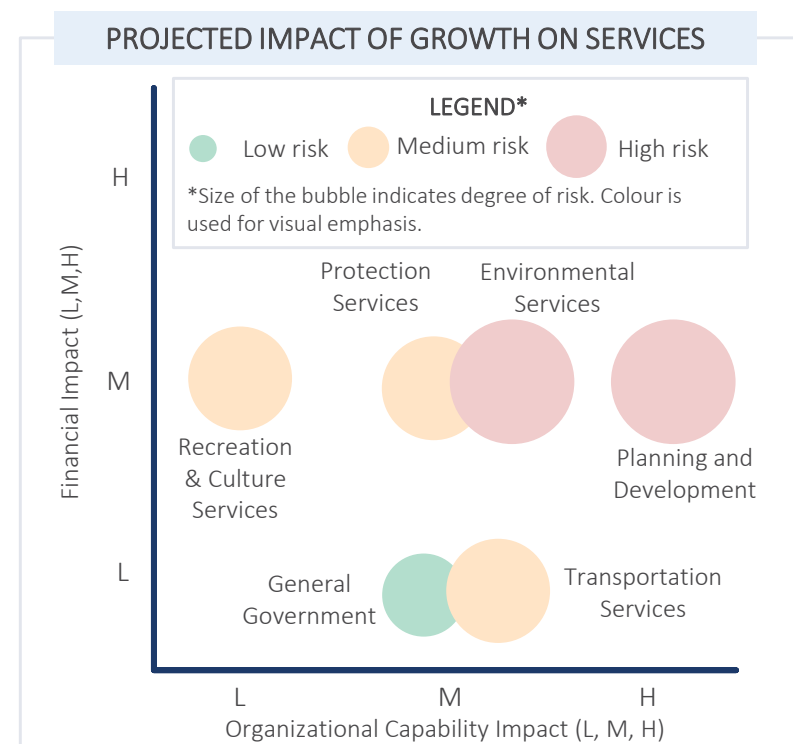
Reported that they are either familiar or very familiar with the Town's service delivery and operations.

Projected Service Demands

Aurora anticipates that the Town's population will grow to 84,900 by 2051. The service delivery review projected the impact this growth will have on services. A summary of the growth impact analysis is also captured below.

KEY FINDINGS

- Growth will require Aurora to **continuously modernize and digitize operations** to achieve cost-efficiencies.
- Aurora's ability to service **water and wastewater** needs for the planned growth targets are highly dependent on the **Water Reclamation Centre** currently scheduled for completion in 2028, which has yet to be authorized by the Government of Ontario.
- An aging and increasingly diverse population, higher density development, ability to develop and service new facilities, and citizen preferences will require Aurora to continuously innovate **recreation and culture services**.
- Aurora's fiscal strategy will need to pay particular focus to delays in **development charge (DC) collections** and their impact on future debt requirements and DC rates.



Overview of Improvement Opportunities

21 Service- Driven

- 4 **Enterprise Wide:** Opportunities that apply across the organization and can benefit from an enterprise-wide solution.
- 17 **Department Specific:** Opportunities that apply to specific Town Departments and Divisions.

These opportunities have been developed further into opportunity profiles, which detail the rationale for change, service impact analysis, financial implications, and implementation considerations, among other areas.

17 Continuous Improvement

- 7 **Leading Municipal Practice:** Opportunities that Aurora may consider as part of broader efforts to modernize and continuously improve.
- 10 **Innovative Practices:** Opportunities for innovation that, in a post-COVID-19 environment, will address changing resident needs and preferences.

These are opportunities to accommodate growth, retain changes to services and ways-of-working that have been identified as improvements, and explore digital transformation more vigorously.

It is important to note that prior to this SDR process, several planning, digitization, and improvement initiatives were already underway; in many cases, they set the foundation for opportunities identified within this review.

Overview of Service-Driven Improvement Opportunities: Enterprise-Wide

Context	Opportunity
<ul style="list-style-type: none"> Many service areas lack defined service levels, could benefit from documenting a more detailed version, or need to update them to align with the Town's growth. 	<ol style="list-style-type: none"> 1. Establish service levels where gaps exist and adopt an annual service level review process.
<ul style="list-style-type: none"> There are currently many interdependencies or areas of overlap between departments to deliver on their respective service levels. 	<ol style="list-style-type: none"> 2. Through the customer experience plan (CEP), establish internal service level agreements (SLAs) between departments to achieve enterprise-wide service levels.
<ul style="list-style-type: none"> Staff identified several service similarities between Access Aurora and the customer service team within the Business Support Division (in the Community Services department). Opportunities to streamline these services were discussed. 	<ol style="list-style-type: none"> 3. Through the CEP, validate whether to keep customer service for Community Services separate from Access Aurora.
<ul style="list-style-type: none"> Participants discussed the need to better communicate the value of the Town's services in a language that residents can understand. 	<ol style="list-style-type: none"> 4. Through the CEP, better define the Town's value proposition to residents and improve access to services.

Overview of Service-Driven Improvement Opportunities: Office of the CAO

Context

- As a priority under the unit's updated strategic plan and recent move to a portfolio model, and the drive to more 'business-like' relationships, administrative activities should be shifted to select individuals within other departments to allow the Corporate Communications team to better address the strategic, higher-impact activities. Specifically, more time should be allocated to proactive media relations support.

Opportunity

5. Shift Corporate Communication's focus away from administrative tasks towards more strategic ones.

Overview of Service-Driven Improvement Opportunities: Corporate Services (1 of 2)

Context	Opportunity
<ul style="list-style-type: none"> There has been a tendency for remote staff to rely on Access Aurora more during COVID-19. Completing additional duties directly impacts Access Aurora's capacity to complete other customer service responsibilities and has impacted staff morale. 	<p>6. Ensure there is recognition and capacity for the internal customer service initiatives that Access Aurora takes on and reinforce SLAs between Access Aurora and other departments.</p>
<ul style="list-style-type: none"> Aurora currently issues marriage licenses but has an opportunity to deliver more comprehensive wedding services, particularly off-site. This is a revenue generation opportunity. 	<p>7. Deliver off-site wedding services.</p>
<ul style="list-style-type: none"> Several opportunities were identified to improve workflow between legal services and Town Divisions. There is an opportunity to review, educate, and reinforce the SLAs governing collaboration between Legal Services and other Town Divisions. 	<p>8. Bring clarity and consistent implementation to the SLAs between Legal Services and other Town Divisions.</p>
<ul style="list-style-type: none"> There is opportunity to develop an HR Strategic Plan to best position the Town for future capability and talent needs. This can inform a long-term talent management strategy. 	<p>9. Define a HR strategy linked to the Town's strategic plan.</p>

Overview of Service-Driven Improvement Opportunities: Corporate Services (2 of 2)

Context	Opportunity
<ul style="list-style-type: none"> Demand on the Town's PMO function is increasing. As the organization matures and takes on more transformational projects, there is an opportunity to raise awareness of the value and services provided by the PMO to better leverage its tools and expertise. 	<p>10. Elevate the role of the PMO to focus on more enterprise-wide transformation projects.</p>
<ul style="list-style-type: none"> By-law services has seen a 30% increase in call/complaint volumes since the onset of COVID-19. This has resulted in a slight dip in service speed but has also highlighted the lack of visibility and awareness around call volumes and service levels. 	<p>11. Given clear increases in service level expectations and overall demand for by-law, either align resourcing to meet demand, or decrease service levels.</p>
<ul style="list-style-type: none"> AMPS can create further efficiencies for the by-law team by addressing backlogs, better utilize judicial resources by removing officers from courts, improve access to the justice system and customer experience, and generate increased revenues. 	<p>12. In partnership with the region, transition to an Administrative Monetary Penalty System (AMPS).</p>

Overview of Service-Driven Improvement Opportunities: Finance

Context

- There is value in reviewing the level of contracted services as an ongoing best practice.
- There is an opportunity to undertake a thorough analysis of service alternatives to ensure that the current contracted services approach is providing best value.
- There is also an opportunity to enhance contract management skills among managers to prevent overspending.

Opportunity

13. Review contracted services to ensure value-for-money and opportunities to improve service level.

Overview of Service-Driven Improvement Opportunities: Community Services

Context	Opportunity
<ul style="list-style-type: none"> Different working hours between Managers/Supervisors and front-line staff creates a need to empower and train front-line staff to better manage urgent resident requests. 	<p>14. Better empower and train front-line staff to manage customer requests.</p>
<ul style="list-style-type: none"> Sometimes the Special Events team is required to host more ad hoc events than originally budgeted, which causes capacity challenges for staff and impacts the ability to deliver quality service. 	<p>15. Develop a Council-approved policy for Special Events Calendar planning.</p>
<ul style="list-style-type: none"> The Town has three new facilities under development, requiring more support from Facilities Management. The Division currently relies heavily on part-time staff, and part-time staff turn over more quickly by nature, requiring more training. This also impacts the quality of service. 	<p>16. Review mandate and resourcing of Facilities Management to ensure alignment with Town growth and Council expectations.</p>
<ul style="list-style-type: none"> A number of Culture subservices have been identified as performing below-standard, which is attributed to a lack of capacity to develop, oversee, and implement master plans. 	<p>17. Review mandate and resourcing of Culture to ensure implementation of master plans.</p>

Overview of Service-Driven Improvement Opportunities: Operations

Context

- The current ROP application process is paper and email-based, making it more difficult than necessary for contractors and homeowners to submit applications and track the status.
- In addition, ROPs are not enforceable via a by-law.

Opportunity

18. Digitize Road Occupancy Permit (ROP) application and develop by-law to enforce ROPs.

Overview of Service-Driven Improvement Opportunities: Planning and Development

Context	Opportunity
<ul style="list-style-type: none"> Currently usage of the CRM system is limited to certain departments within Aurora. Expanded functionality and use of Aurora's CRM system can allow for more effective tracking of communications with external stakeholders and streamline the internal communications and workflow. 	<p>19. Expand functionality and utilization of CRM system for Economic Development and Policy Planning.</p>
<ul style="list-style-type: none"> Council has prioritized development in the downtown area, but the Economic Development and Planning Division can benefit from a more fulsome real estate strategy and direction from Council. 	<p>20. Develop a Council-driven real-estate portfolio strategy.</p>
<ul style="list-style-type: none"> Both the Economic Development & Policy Planning Division and Recreation Division identified opportunities to support local businesses and community organizations with value-added business and workforce development services. These can further enhance economic and community development. 	<p>21. In coordination with Community Services, explore the delivery of new business and community development services.</p>

Summary of Potential Financial Benefits and Investments (1 of 3)

The following slides provide a summary of the potential benefits that the Town could achieve by implementing the proposed initiatives. Key Notes:

- Most of these are productivity savings, not direct savings (i.e., what percent of a staff or group of staff member's time is saved from achieving this opportunity?)
- Savings will be realized once successful implementation has occurred over the identified timeline (~4-5 years)
- Time and resource investments will be required to implement opportunities and achieve these benefits
- Productivity savings result from achieving the following potential benefits:
 - **People and talent** savings (e.g., Performance evaluation, feedback, training, and developmental coaching improves engagement and performance outcomes, driving efficiencies in how work is completed)
 - **Digitization** savings (e.g., tech implementation and workflow automation reduces manual errors, increases speed at which tasks are completed, and leads to better quality work products)
 - **Standardizing process** savings (e.g., setting standards and KPIs reduces guess work and duplication, guarantees consistent quality for residents, and improves resource allocation by better utilizing existing staff and reducing future needs for additional staff)
 - **Procurement** savings (e.g., More carefully screening the supplier market, aggressively negotiating conditions and utilizing robust contractor management tools to attain cost transparency can derive better value for money)

Summary of Potential Financial Benefits and Investments (2 of 3)

\$252,000
Total
Initial Investment

\$852,400
Total
Annual OpEx

\$1,843,500
Total
Annual Savings

\$991,100
Net
Annual Savings

SUMMARY: ENTERPRISE-WIDE

Opportunity	Initial Investment	Annual Operating Expenses	Total Annual Savings	Net Annual Savings
1. Missing service level development and annual update	-	\$70,100	\$515,000	\$444,900
2. SLA development	\$175,200	Included in Opp. #1	Included in Opp. #1	Included in Opp. #1
3. Customer Services/Access Aurora integration	Existing CEP	-	\$45,300	\$45,300
4. Value proposition communications to residents	Existing CEP	\$4,700	-	(\$4,700)

Summary of Potential Financial Benefits and Investments (3 of 3)

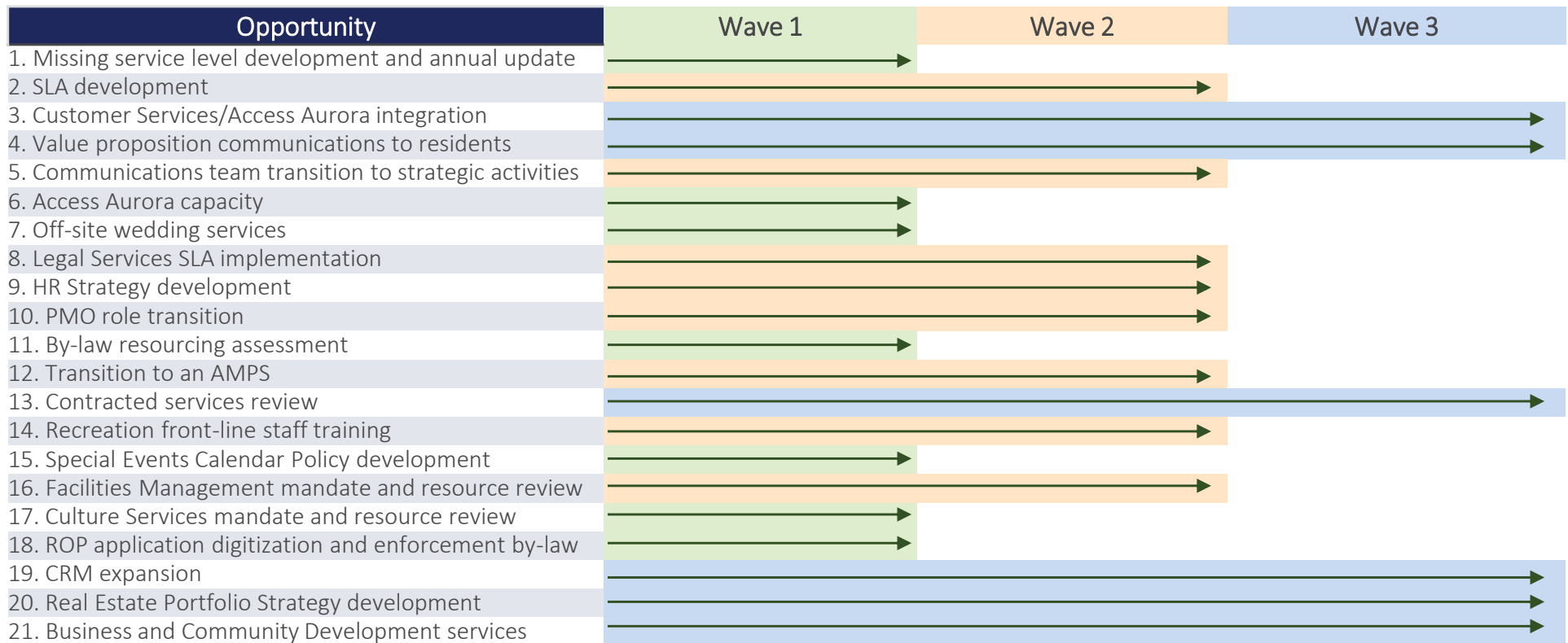
SUMMARY: DEPARTMENTAL				
Opportunity	Initial Investment	Annual Operating Expenses	Total Annual Savings	Net Annual Savings
5. Communications team transition to strategic activities	-	-	-	-
6. Access Aurora capacity	-	-	\$47,500	\$47,500
7. Off-site wedding services	-	\$20,800	\$62,700	\$41,900
8. Legal Services SLA implementation	-	Included in Opp. #2	Included in Opp. #1	-
9. HR Strategy development	\$17,900	\$686,700	\$824,000	\$137,300
10. PMO role transition	\$8,100	-	\$8,000	\$8,000
11. By-law resourcing assessment		Approved in 10 yr capital budget	-	-
12. Transition to an AMPS	\$14,300	-	\$11,000	\$11,000
13. Contracted services review	-	\$70,100	\$217,000	\$146,900
14. Recreation front-line staff training	Included in Opp. #10	Included in Opp. #10	Included in Opp. #10	Included in Opp. #10
15. Special Events Calendar Policy development	\$7,100	-	\$23,000	\$23,000
16. Facilities Management mandate and resource review	\$8,000	-	-	-
17. Culture Services mandate and resource review	-	-	-	-
18. ROP application digitization and enforcement by-law	-	-	\$7,500	\$7,500
19. CRM expansion	Existing Technology Strategic Plan	-	\$55,000	\$55,000
20. Real Estate Portfolio Strategy development	\$6,200	-	\$27,500	\$27,500
21. Business and Community Development services	\$15,200	-	-	-

Overview of Continuous Improvement Opportunities

LEADING MUNICIPAL PRACTICES	INNOVATIVE PRACTICES
<ol style="list-style-type: none"> 1. Drive greater alignment between the corporate strategic plan and Division-level priorities. 2. Build more collaborative partnerships between cross-functional support staff and service delivery staff. 3. Create an annual governance training plan for Council. 4. Increase focus on diversity and inclusion within service delivery to better reflect the Town's changing demographics. 5. Appropriately resource enterprise-wide initiatives, while defining and communicating clear roles and responsibilities. 6. Improve the intranet and increase its use to facilitate greater information sharing across departments. 7. Formalize and sustain practices put in place during the pandemic that proved to be effective. 	<p>Resident and Business Needs and Preferences</p> <ol style="list-style-type: none"> 1. Accessible Public Wi-Fi 2. "Open Streets" initiatives 3. Climate Adaptation Planning 4. Participatory Budgeting <p>Improved Services and New Ways-of-Working</p> <ol style="list-style-type: none"> 5. Accommodating Hybrid Work 6. "Third Spaces" initiatives <p>Digital Transformation and Investments</p> <ol style="list-style-type: none"> 7. Digital Services and Payments 8. Open Data 9. Digital Engagement 10. "Smart Cities" Investments

Implementation Timeline

Below is a suggested implementation timeline for Aurora. Each Wave is expected to span 1 to 2 years.



Next Steps

Each opportunity analysis includes implementation considerations, including recommended timing and prioritization. Further operational planning will be required to prioritize opportunities, integrate these initiatives into the Town's budgeting and workplan processes, and mitigate against possible risks to timelines including the COVID-19 pandemic and its impact on Town finances and the 2022 municipal elections.

NEXT STEPS

1. Align upon prioritization of recommended opportunities.
2. Conduct further operational planning as required by internal budgeting and work planning processes.
3. Implement opportunities in a phased approach and report to Council on progress.



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