



Strategic Plan Actions and Measures

THIS PLAN IS AVAILABLE IN ALTERNATE FORMAT BY REQUEST



Strategic Plan Vision, Goals and Objectives

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

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

Objective 1: *Improve Transportation, Mobility and Connectivity*

Objective 2: *Invest in Sustainable Infrastructure*

Objective 3: *Celebrating and Promoting our Culture*

Objective 4: *Encouraging an Active and Healthy Lifestyle*

Objective 5: *Strengthening the Fabric of our Community*

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

Objective 1: *Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business*

Objective 2: *Supporting small business and encouraging a more sustainable business environment*

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

Objective 1: *Encouraging the stewardship of Aurora's natural resources*

Objective 2: *Promoting and Advancing Green Initiatives*

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Advocate for improved accessible transit service	<ul style="list-style-type: none"> Community, Obj 1 	Customer & Legislative Services	<ul style="list-style-type: none"> Infrastructure & Environmental Services Other Government 	Dissemination of a report to the transit authority, endorsed by Accessibility Advisory Committee, outlining opportunities to enhance transit service in Aurora
Establish east-west linkages to facilitate movement across the community for all modes of transportation	<ul style="list-style-type: none"> Community, Obj 1 	Planning & Development Services	<ul style="list-style-type: none"> Infrastructure & Environmental Services Parks & Recreation Services Other Government 	Percentage of planned east-west collectors/connectors established since 2012
Examine merits of developing Transportation Master Plan that considers competitive and sustainable alternatives to driving	<ul style="list-style-type: none"> Community, Obj 1 	Infrastructure & Environmental Services	<ul style="list-style-type: none"> All Departments 	Preparation of a Transportation Master Plan for Council consideration
Monitor and update the Accessibility Plan to ensure compliance with AODA	<ul style="list-style-type: none"> Community, Obj 1 	Customer & Legislative Services	<ul style="list-style-type: none"> All Departments 	<p>Percentage of actions items within Accessibility Plan completed within the prescribed timelines</p> <p>Review and update of the Accessibility Plan completed at least every 5 years</p>

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Maintain and expand infrastructure to support forecasted population growth through technology	<ul style="list-style-type: none"> Community, Obj 2 	Administration	Customer & Legislative Services	Complete a review of available broadband service levels for residents and businesses
Establish policies and programs that enhance the accessibility and safety of new and existing facilities and infrastructure	<ul style="list-style-type: none"> Community, Obj 2 	Customer & Legislative Services	<ul style="list-style-type: none"> Building & By-law Services Infrastructure & Environmental Services Parks & Recreation Services 	Preparation of corporate accessibility and safety policies and programs for Council Consideration
Investigate the merits of a program that promotes and actively supports innovative green building and infrastructure in Aurora	<ul style="list-style-type: none"> Community, Obj 2 	IPlanning & Development Services	<ul style="list-style-type: none"> Infrastructure & Environmental Services Building & By-law Services Administration 	Preparation of a Feasibility Study that examines various methods to actively support green buildings and infrastructure for Council consideration
Develop and implement a Technology Plan to improve the Town's efficiency in providing services	<ul style="list-style-type: none"> Community, Obj 2 	Corporate & Financial Services	<ul style="list-style-type: none"> All Departments 	Development of a corporate Technology Plan for Council consideration
Develop a Cultural Master Plan that includes heritage, music, and art to promote more cohesive and coordinated cultural services	<ul style="list-style-type: none"> Community, Obj 3 	Parks & Recreation Services	<ul style="list-style-type: none"> Library Community Groups 	Development of a Cultural Master Plan for Council consideration

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Actively promote and support a plan to revitalize the downtown	<ul style="list-style-type: none"> Community, Obj 3 Community, Obj 5 Economy, Obj 1 	Planning & Development Services	<ul style="list-style-type: none"> All Departments Library Community Groups 	<p>Percentage of actions items within Aurora Promenade Plan completed within the prescribed timelines</p> <p>Review and update of the Aurora Promenade Plan at least every 5 years</p> <p>Implement a Community Improvement Plan for the Aurora Promenade</p>
Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding community contributions	<ul style="list-style-type: none"> Community, Obj 4 	Administration	<ul style="list-style-type: none"> All Departments 	Percentage of planned award recipients attending community or business awards ceremony
Continue to develop awareness programs that promote the benefits of recreation in supporting a healthy lifestyle	<ul style="list-style-type: none"> Community, Obj 4 	Parks & Recreation Services	<ul style="list-style-type: none"> Administration Library Community Groups Other Government 	<p>Development of healthy living awareness program for Council consideration</p> <p>Number of stakeholders engaged through healthy living awareness campaign</p>
Develop programs and policies that nurture and contribute to the development of our youth	<ul style="list-style-type: none"> Community, Obj 4 	Parks & Recreation Services	<ul style="list-style-type: none"> Library Services Community Groups Other Government 	Number of youth program attendees per year

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Continue to support and enhance community planting programs in appropriate locations	<ul style="list-style-type: none"> • Community, Obj 4 • Env, Obj 2 	Parks & Recreation Services	<ul style="list-style-type: none"> • Infrastructure & Environmental Services • Other Government • Community Groups 	Number of participants in community planting programs per year Number of plantings per year and/or land area re-naturalized
Collaborate with the development community to ensure future growth includes housing opportunities for everyone	<ul style="list-style-type: none"> • Community, Obj 5 	Planning & Development Services	<ul style="list-style-type: none"> • Administration • Building & By-law Services • Developers 	Preparation of report examining the establishment of various housing opportunity targets
Work with the development community to meet intensification targets to 2031 as identified in Town's Official Plan	<ul style="list-style-type: none"> • Community, Obj 5 	Planning & Development Services	<ul style="list-style-type: none"> • Administration • Building & By-law Services • Developers 	Availability of sufficient OP-designated and zoned lands to accommodate the residual intensification target
Identify new formats, methods and technologies to effectively and regularly engage the community	<ul style="list-style-type: none"> • Community, Obj 5 	Administration	<ul style="list-style-type: none"> • All Departments 	Percentage of residents who are satisfied with the Town's consultation and communication activities
Investigate opportunities to support a year round farmers' market/artisan fair	<ul style="list-style-type: none"> • Community, Obj 5 	Administration	<ul style="list-style-type: none"> • Planning & Development Services • Parks & Recreation Services • Community Groups 	Preparation of a report evaluating the feasibility of a year round farmers' market/artisan fair

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Undertake a review of surplus lands and structures to facilitate growth and revitalization in the community	<ul style="list-style-type: none"> Community, Obj 5 	Administration	<ul style="list-style-type: none"> All Departments 	Preparation of a report that reviews surplus municipal lands and related opportunities to facilitate growth in Aurora
Investigate opportunities to enhance the Town's representation at York Regional Council	<ul style="list-style-type: none"> Community, Obj 5 	Council	<ul style="list-style-type: none"> Administration 	Council resolution and report requesting enhanced representation at York Region Council
Explore opportunities to further strengthen partnerships with neighbouring municipalities	<ul style="list-style-type: none"> Community, Obj 5 	Administration	<ul style="list-style-type: none"> Council 	Annual report to Council on collaborative initiatives with neighbouring municipalities
Work with development community partners to establish a hotel and /or convention centre that meets the growing needs of our businesses and residents	<ul style="list-style-type: none"> Community, Obj 5 Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Planning & Development Services Building & By-law Services 	Establishment of a new hotel/convention centre in Aurora.
Assess opportunities to partner with a College or University to establish satellite facility in Aurora	<ul style="list-style-type: none"> Community, Obj 5 Economy, Obj 1 	Administration	<ul style="list-style-type: none"> York Region 	Preparation of a feasibility study and benefit/cost assessment for post-secondary facilities in Aurora

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Develop Customer Service Strategy and Implementation Plan	<ul style="list-style-type: none"> Community, Obj 5 	Building & By-law Services	<ul style="list-style-type: none"> All Departments 	Percentage of actions items within Customer Service Strategy completed within the prescribed timelines
Develop a 10 year Capital Investment Plan to assess and balance infrastructure affordability and renewal with anticipated revenues	<ul style="list-style-type: none"> Economy, Obj 1 	Corporate & Financial Services	<ul style="list-style-type: none"> All Departments 	Preparation of a 10 year Capital Plan for Council consideration
Undertake a 25 year fiscal analysis and 5-year rolling plan that reviews revenue options within the context of planned growth patterns	<ul style="list-style-type: none"> Economy, Obj 1 	Corporate & Financial Services	<ul style="list-style-type: none"> All Departments 	Preparation of a 25 year Fiscal Analysis for Council consideration Preparation of an annual 5 year budget forecast for Council consideration
Leverage partnerships with local boards, chambers and business organizations to promote Aurora as a preferred location for businesses	<ul style="list-style-type: none"> Economy, Obj 1 	Administration	<ul style="list-style-type: none"> Community Groups 	Average business satisfaction rating of business climate in Aurora
Develop plans to attract businesses that provide employment opportunities for our residents	<ul style="list-style-type: none"> Economy, Obj 1 	Administration	<ul style="list-style-type: none"> Community Groups Other Government 	Preparation of an Economic Strategy for Council consideration

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Assess the feasibility of a research and innovation centre to promote the commercialization of technology and business and employment growth	<ul style="list-style-type: none"> Economy, Obj 1 	Administration	<ul style="list-style-type: none"> Community Groups Other Government 	Preparation of a feasibility study and benefit/cost assessment for a research and innovation centre in Aurora
Create, implement and regularly update an Economic Development Strategy for Aurora	<ul style="list-style-type: none"> Economy, Obj 1 	Administration	<ul style="list-style-type: none"> Community Groups 	<p>Percentage of actions items within the Economic Development Strategy completed within the prescribed timelines</p> <p>Review and update of the Economic Development Strategy completed at least every 5 years</p>
Work with regional, provincial and national partners to promote Aurora as a preferred location for international investment	<ul style="list-style-type: none"> Economy, Obj 1 	Administration	<ul style="list-style-type: none"> Other Government Community Groups 	Participation in relevant investment attraction initiatives
Explore opportunities to enhance the Town's business support services such as a business concierge service for non-residential development approvals	<ul style="list-style-type: none"> Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Corporate & Financial Services Planning & Development Services Building & By-law Services 	<p>Establishment of a Business Retention and Expansion program</p> <p>Number of businesses engaged per year</p> <p>Average business satisfaction rating of business climate in Aurora</p>

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Work with community partners to promote local employment practices/opportunities for local businesses and residents	<ul style="list-style-type: none"> Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Other Government Community Groups Library 	Number of local employment events supported per year.
Continue to liaise with municipal, provincial and senior levels of government to investigate potential opportunities to attract economic investment	<ul style="list-style-type: none"> Economy, Obj 2 	Council	<ul style="list-style-type: none"> Administration Other Government 	Participation in relevant investment attraction initiatives
Establish regular communication with the Aurora Chamber of Commerce and the business community to better understand and address local business needs and promote business retention/expansion	<ul style="list-style-type: none"> Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Community Groups Other Government 	Establishment of a Business Retention and Expansion program Number of businesses engaged per year Average business satisfaction rating of business climate in Aurora

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Attract new business that are green, clean and knowledge based	<ul style="list-style-type: none"> Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Council Community Groups 	Preparation of report outlining actions and incentives to attract green, clean and knowledge based industries
Investigate opportunities to encourage the creation and mobilization of knowledge in the local economy	<ul style="list-style-type: none"> Economy, Obj 2 	Administration	<ul style="list-style-type: none"> Customer & Legislative Services Library 	Preparation of a feasibility study and benefit/cost assessment for a research and innovation centre in Aurora
Implement and regularly update the Town's Corporate Environmental Action Plan	<ul style="list-style-type: none"> Env, Obj 1 	Administration	<ul style="list-style-type: none"> All Departments 	<p>Percentage of actions items within the Corporate Environmental Action Plan completed within the prescribed timelines</p> <p>Review and update of the Corporate Environmental Action Plan completed at least every 5 years</p>
Continue to create and promote waste diversion education programs in partnership with York Region	<ul style="list-style-type: none"> Env, Obj 1 	Infrastructure & Environmental Services	<ul style="list-style-type: none"> Administration Library Other Government 	<p>Percent increase in waste diverted</p> <p>Reduction in average kilograms of waste per household</p>

Timeframe:

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

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Assess the merits of measuring the Town's natural capital assets	<ul style="list-style-type: none"> • Env, Obj 1 	Administration	<ul style="list-style-type: none"> • Infrastructure & Environmental Services • Corporate & Financial Services • Parks & Recreation Services 	Preparation of feasibility assessment completed for Council consideration
Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding environmental contributions	<ul style="list-style-type: none"> • Env, Obj 2 	Administration	<ul style="list-style-type: none"> • All Departments 	Preparation of report analyzing the feasibility of incorporating an outstanding Green Business award

Timeframe:

Medium Term (2-5 years to initiate)

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Examine traffic flow patterns and identify potential solutions to improve movement and safety at key intersections in the community	<ul style="list-style-type: none"> Community, Obj 1 	Infrastructure & Environmental Services	<ul style="list-style-type: none"> Planning & Development Services Building & By-law Services Other Government 	Report prepared for Council consideration that recommends options to improve movement and safety at key intersections
Explore partnership options to support the transportation needs of the Town's changing demographics	<ul style="list-style-type: none"> Community, Obj 1 	Infrastructure & Environmental Services	<ul style="list-style-type: none"> Administration Planning & Development Services 	Report prepared that outlines and evaluates potential partnership options to support the transportation needs of the Town
Implement and regularly update the Trails Master Plan to improve connectivity	<ul style="list-style-type: none"> Community, Obj 1 Community, Obj 4 Env, Obj 2 	Parks & Recreation Services	<ul style="list-style-type: none"> Infrastructure & Environmental Services Planning & Development Services 	<p>Percentage of actions items within Trails Master Plan completed within the prescribed timelines</p> <p>Review and update of the Trails Master Plan completed at least every 5 years.</p>
Implement actions that ensure the long term safety of the community such as CPTED (Crime Prevention Through Environmental Design) and other urban design principles	<ul style="list-style-type: none"> Community, Obj 2 	Planning & Development Services	<ul style="list-style-type: none"> All Departments 	Annual crime and personal safety statistics based on York Regional Police data

Timeframe:

Medium Term (2-5 years to initiate)

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Promote the adaptability and flexibility of services to respond to demographic shifts	<ul style="list-style-type: none"> Community, Obj 2 	Administration	<ul style="list-style-type: none"> All Departments 	Average resident satisfaction rating of services and programs offered
Expand opportunities and partnerships that contribute to the celebration of culture in the community	<ul style="list-style-type: none"> Community, Obj 3 	Parks & Recreation Services	<ul style="list-style-type: none"> Library Services Community Groups 	Report prepared that outlines and evaluates potential partnership opportunities to contribute to the celebration of culture in the community.
Develop a long-term needs assessment for recreation programs, services and operations to match the evolving needs of the growing and changing population	<ul style="list-style-type: none"> Community, Obj 4 	Parks & Recreation Services	<ul style="list-style-type: none"> Administration Infrastructure & Environmental Services Planning & Development Services Library 	Preparation of a Long Term Needs Assessment for recreation services for Council consideration
Support multi-generational programming in cultural and recreation activities to encourage every age cohort to interact and share experiences	<ul style="list-style-type: none"> Community, Obj 4 	Parks & Recreation Services	<ul style="list-style-type: none"> Library Community Groups 	Number of multi-generational programs offered per year.

Timeframe:

Medium Term (2-5 years to initiate)

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Assess the feasibility of establishing an entertainment district in the downtown area, a community square/gathering area/piazza and a permanent or scheduled outdoor pedestrian mall on Yonge Street in the Aurora Promenade	<ul style="list-style-type: none"> • Community, Obj 5 • Economy, Obj 1 	Administration	<ul style="list-style-type: none"> • Planning & Development Services • Parks & Recreation Services • Building & By-law Services 	Preparation of a report evaluating the feasibility of the establishment of an entertainment related district in Aurora
Identify the roles that the Town can play to support small and home based business in Aurora	<ul style="list-style-type: none"> • Economy, Obj 2 	Administration	<ul style="list-style-type: none"> • Other Government • Community Groups 	Establishment of a targeted Business Retention and Expansion program
Recognize corporate social responsibility in the Aurora business community	<ul style="list-style-type: none"> • Economy, Obj 2 	Administration	<ul style="list-style-type: none"> • Customer & Legislative Services • Community Groups 	Preparation of report analyzing the feasibility of incorporating a Corporate Social Responsibility award
Investigate a program that promotes and actively supports innovative green buildings and infrastructure	<ul style="list-style-type: none"> • Env, Obj 2 	Planning & Development Services	<ul style="list-style-type: none"> • All Departments 	Preparation of report for Council consideration examining the opportunities and costs related to promoting green building and infrastructure in Aurora
Promote community involvement in environmental initiatives	<ul style="list-style-type: none"> • Env, Obj 2 	Administration	<ul style="list-style-type: none"> • Parks & Recreation Services 	Number of participants per year attending environmental events.

Timeframe:

Long Term (5+ years to initiate)

Action(s)	Goal(s) & Objective(s)	Responsibility		Outcome(s) / Measure(s) of Success
		Lead	Contributor	
Maintain and expand infrastructure to support forecasted population growth through waste management, roads, emergency services and accessibility	<ul style="list-style-type: none"> Community, Obj 2 	Infrastructure & Environmental Services	<ul style="list-style-type: none"> All Departments 	<p>Preparation of a service review of planned infrastructure levels to 2031 for Council consideration.</p> <p>Average resident satisfaction rating of Town owned infrastructure</p>
Prepare and regularly update the Town's Official Plan and Zoning By-law	<ul style="list-style-type: none"> Community, Obj 5 	Planning & Development Services	<ul style="list-style-type: none"> All Departments 	<p>Review and update of the Official Plan at least every 5 years</p> <p>Review and update of the Zoning By-law at least every 10 years</p>
Investigate opportunities to establish an environmental interpretive centre	<ul style="list-style-type: none"> Env, Obj 1 	Administration	<ul style="list-style-type: none"> Parks & Recreation Services Library Other Government 	Preparation of feasibility assessment related to the establishment of an environmental interpretive centre for Council consideration

Today, Tomorrow, Our Future Together