



## **Five Strategic Pillars**

### **Pillar One - Dynamic, Inclusive Community**

#### **Goals**

We create unique opportunities for individuals and families to live, work, and play.

#### **We Do This by Focusing On**

- Embracing our diverse culture and heritage
- Creating lasting memories for our youth
- Engaging people to be community leaders
- Creating a safe, inclusive environment for people of all backgrounds

#### **2020 Strategic Plan Update**

Council has adopted Committee mandates for the Aylmer Heritage Committee and the Environmental Advisory Committee. The recruitment process is well underway with plans to have both committees active in 2020 with staff support.

Youth has been encouraged to become members of Council committees.

To support youth in our community and ensure we create lasting memories, Council is investigating options to increase library space. Additional space for County library services also supports how we embrace diverse cultures in our community.

In 2021 a Parks and Recreation Master Plan update is proposed to assist Council and staff in identifying recreational facilities and programs for youth and seniors in our community. The previous plan recommendations have been implemented successfully. A new master plan will engage the public to assist in guiding the needs of the future. It will be crucial to engage all ages in this project to get input representative of the entire community. This may be optimized by engaging our neighbours to determine if an opportunity exists to share in the development of programs.

A safe and inclusive community is delivered in part through the leadership of Council. Council supports this goal as a group and as individual members who are appointed as Town representatives as well as individuals on many community focus groups that improve the well being of the vulnerable population in the area.

## **Pillar Two - Planning for the Future**

### **Goals**

We have a strong vision for the future, focused on opportunities for sustainability and growth.

### **We Do This by Focusing On**

- Ensuring sustainability and fiscal responsibility through long-range budgeting
- Ensuring adequate land for future growth
- Understanding and exploring partnerships that are in the best interest of our community
- Ensuring we have community facilities, assets, infrastructure, and green space to meet the needs of the future

### **2020 Strategic Plan Update**

Long range planning is instrumental to being sustainable and fiscally responsible. There are several projects undertaken in 2019 and proposed for 2020 that will provide the background and groundwork for future planning. The 2020 budget includes a five-year horizon of projects for Council consideration.

Council continues to set aside funds for future asset replacement and staff are developing the Town's asset management plan. The asset management policy was adopted by Council in 2019 as required under the legislation with the next legislative milestone to be met July 2021 (phased-in requirements shown below).

### **Phase-in schedule for Asset Management**

July 1, 2019: Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance and other municipal planning activities.

July 1, 2021: Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management systems) that identifies current levels of service and the cost of maintaining those levels of service.

July 1, 2023: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

July 1, 2024: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes

an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.

The 2020 budget includes various studies that will be the building blocks to both asset management condition assessment and contribution requirements as well as set the groundwork for multi year budgets. These include water and wastewater rate studies and lagoon conditions assessment. In 2021 a proposed parks and recreation master plan study will solicit public input for future projects including but not limited to a dog park, recreational programming and a cost/benefit analysis for an indoor pool.

In 2016, the Town filed a lands needs study with Council with some suggested timing to ensure continued growth potential. In light of recent development success, staff is reviewing and updating the study. The updated document will be presented to Council in 2020 to enable future discussions.

## **Pillar Three - Economic Vitality**

### **Goals**

Aylmer is a destination which is a crossroads of unique heritage and modern commerce.

### **We Do This by Focusing On**

- Partnering with businesses for community improvement
- Attracting growth through targeted initiatives
- Promoting diverse housing options for our community
- Sharing how good life is in Aylmer

### **2020 Strategic Plan Update**

The Town has partnered with industry (IGPC and Air Liquide) in the development of an emergency notification system called Voyent Alert. The system has been set up with several tests having been completed. Continued public awareness and education about this system will occur to increase registered users.

Talbot Street East redevelopment project has progressed well in 2019 to ensure public safety and security of the building. As part of the Town's commercial core, Council recognizes this downtown core area is in need of revitalization and has invited public input related to the potential future of the building. The outcomes will be reported to Council when completed.

Promotional materials have been developed and distributed to local business and are available to promote the Town's activities as needed. On-going updates are made and circulated on an annual basis. The Town has succeeded in experiencing significant growth and development both in industrial and residential areas. We are expecting further investment in Town including the development of Cottonwood Subdivision with Sifton Properties as well as further development expected on Forest Street. All Town owned industrial property is now sold with development occurring or development pending.

Plans are underway and included in the 2020 budget to continue to modernize systems to gain efficiencies. These include website redevelopment, upgrades to the financial package software, server upgrades and bar code scanner, reference plan download, fire master plan and floor plan redevelopment of Town administration office. These projects are being funded from the Modernization Fund. Additional projects with a focus of finding efficiencies will come forward for Council consideration in future budgets. The Town applied for funding to undertake a Service Delivery Review with a focus to

reviewing technological upgrades as well as providing the groundwork for defining the current levels of service metrics that the Town's infrastructure assets provide and a mechanism to analyze and adjust levels of services as will be required under *Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17*.

Council has continued to pursue support and interest in the development of new Affordable Housing projects. Recently the Town has received endorsement of support from MPP Jeff Yurek and the County of Elgin for funding that will allow for a second apartment building on Brown Street.

Sharing the success of our community is a targeted initiative of Council. To this end, a 2019 Year in Review document has been created and published on the consent agenda for this meeting. This document contains a message from the Mayor and the many projects undertaken by Council and private industry that have contributed to a very successful year.

## **Pillar Four - Environmental Stewardship**

### **Goals**

We are a leader in environmental stewardship.

### **We Do This by Focusing On**

- Exploring green bin and other food waste initiatives
- Promoting environmental stewardship in our community
- Continuing to institute policies that support environmental stewardship
- Continuing to partner with others to advance environmental stewardship in our community

### **2020 Strategic Plan Update**

The Province passed the Waste Free Ontario Act which included the Waste Diversion Transition Act and the Resource Recovery and Circular Economy Act. The Province is moving to an Extended Producer Responsibility (EPR) model. The legislation is having a major impact on municipal waste management and waste diversion programs. EPR model is a move toward a more sustainable future. This transition will be significant and will impact, to some degree, all persons in Ontario.

The EPR model aims to leverage the “reduce” and “reuse” component through sustainable design that can only be driven by producers throughout the manufacturing process. In short, the EPR model goes beyond simply recycling. The goal is to have sustainable systems.

Currently, the Town takes its Blue Box material to the Materials Recovery Facility (MRF) owned by the City of London. The materials are taken to the MRF for sorting and processing and are then sold at market. This partner agreement recognizes the Town not only as a customer but a partner. The EPR model will have significant impact on this arrangement. The Town will continue to support recycling programs that target on-going reductions to landfill and policies that support climate adaptation.

Recently, Council finalized a mandate for an Environmental Advisory Committee. As more information becomes available about the new recycling program model, it is anticipated the committee will be in a position to assist in public education programs about the new recycling programs in Ontario.

The 2020 budget and proposed future projects include many projects related to the lagoon operations. Lagoons are pond-like bodies of water or basins designed to

receive, hold, and treat wastewater. Much of the treatment occurs naturally without harsh chemicals. Aylmer's lagoon system also uses aeration devices to add oxygen making treatment more efficient. Lagoon systems are an efficient and cost-effective process for sewage treatment. The maintenance projects included in the budget over the next five years are designed to ensure the system maximizes its useful life and continues to operate effectively and efficiently.

Council endorsed an application to the Investing in Canada Infrastructure Program – Green Stream for the refurbishment of the Town's standpipe as well as upgrades to the SCADA systems (computerized monitoring and control system). The systems have been identified as requiring upgrades and maintenance through both inspections and the asset management program and ensures the on-going safety of the water distribution system.



## **Pillar Five - Public Service Excellence**

### **Goals**

We offer user-friendly, streamlined services through our knowledgeable, approachable staff.

### **We Do This by Focusing On**

- Delivering municipal services in a safe and efficient manner
- Enhancing service delivery through technological and communication improvements
- Ensuring public safety through appropriate resources
- Delivering on Council's Strategic Pillars

### **2020 Strategic Plan Update**

An on-going commitment to finding efficiencies through investing in technology and human resources has been a focus for the past several years while balancing with the Town's to pay. Technology allows enhanced service delivery without unnecessarily increasing staffing compliment.

Successful succession planning has positively positioned the Town to appoint replacement staff in key areas over the past several years. This investment has ensured on-going sustainability of the many services offered to the residents and business owners in town.

Service delivery improvements have been achieved through programs such as building permit systems, monitoring and managing risk, automated asset management systems, marriage licence automation and offering civil marriage ceremonies, records management system that ensures that records are created in an organized and manageable method with a corporate means of storage, retrieval and disposition.

Public safety is achieved through various departments including Fire, Police, By-Law Enforcement, Building Inspection and Permitting, ensuring minimum maintenance standards are accomplished, emergency management programs and exercises, public education, on-going property and equipment inspections and investing in capital replacement and refurbishment projects.

The 2020 budget includes a number of projects that support public safety. Council will consider the construction of traffic lights at Talbot Street and Caverly Road to ensure the safety of pedestrians and traffic movement, a Fire Master Plan to help guide fire

service in future years and the pumper truck is ordered and expected to arrive in 2020. The Town has partnered with industry (IGPC and Air Liquide) in the development of an emergency notification system called Voyent Alert. The Town will continue to promote the system through public awareness and education. Voyent Alert will be highlighted by the Fire Department at Emergency Preparedness Day scheduled in May 2020.

The Town is working with City of St. Thomas and the County of Elgin in the development of a Community Safety and Well Being Plan to assist in identifying the vulnerable population and creating an inventory of local services to assist residents at risk. A fully developed plan is expected to be presented to Council in 2020.