



# FINANCE

As adopted December 7, 2025



# Finance

The Finance department provides governance and leadership in finance, budgets, technology, and procurement for the Town of Aurora. The department works with both internal and external clients to support the Town's financial, procurement and technological goals. Internally, Finance provides strategic financial advice to help to achieve both short and long-term goals and implements new technology to support modernization. Finance also has a governance role to ensure regulatory requirements are met under the Municipal Act, Public Sector Accounting Board standards Development Charges Act, Community Benefits Charge Bylaw and the Procurement Bylaw.

## Net budget by division

	2025 Budget		2026 Budget	
	Gross	Net	Gross	Net
<b>Budget (\$000's)</b>				
Treasurer's Office	455.5	455.5	473.7	473.7
Financial Management	898.3	851.6	1,002.6	902.8
Financial Reporting and Revenue	1,883.8	1,144.9	1,998.2	1,189.8
Information Technology Services	4,735.5	4,549.3	4,763.6	4,763.6
Procurement Services	654.0	654.0	750.7	703.1
<b>Net Budget</b>	<b>8,627.2</b>	<b>7,655.3</b>	<b>8,988.8</b>	<b>8,033.1</b>
<b>Budget Change</b>			<b>361.7</b>	<b>377.8</b>
<b>2025 Outlook</b>			<b>8,886.8</b>	<b>8,026.7</b>
<b>Change to Outlook</b>			<b>102.0</b>	<b>6.4</b>
<b>Permanent Full-Time Staffing (FTE):</b>				
Opening Staffing			45.0	
New			-	
<b>Total Staffing</b>			<b>45.0</b>	
<b>2025 Outlook</b>			<b>45.0</b>	
<b>Change to Outlook</b>			-	

## Finance divisions

### Financial Management

Financial Management leads the strategic long-term planning, multi-year Operating and Capital Budget and in-year financial reporting. The team performs analysis and makes recommendations that support the Fiscal Strategy. They also manage the Town's cash flow and investments to align with reserve and investment strategies. The team also leads the creation and administration of the Development Charge and Community Benefit Charge bylaws. Other responsibilities include grant management and playing a key role in capital asset management.

### Financial Reporting and Revenue

Financial Reporting and Revenue is responsible for financial accounting and external reporting, expenditure management, protecting the Town's assets through development of financial policies, procedures and controls, and billing and collections relating to water, taxes, development charges etc.

### Information Technology Services

Information Technology Services (IT) provides services and support to all departments including project services for all technology initiatives and information technology infrastructure management. IT leads the Town's effective and innovative use of technology to become a progressive municipality that delivers exceptional and modern digital services.

### Procurement Services

Procurement Services manages the process for effective procurement of goods and services, promotes the principle of fair and open competition in the acquisition process and adherence to Procurement Bylaw and trade treaties. The division develops procurement strategies and analyzes business requirements and spending patterns to identify opportunities for more strategic sourcing.

#### Aurora's procurement team took the lead in adapting to changing markets

In 2025, the trade relationship with the United States changed. Aurora was one of the first municipalities to adapt their procurement bylaw to the impact of tariffs. Aurora's procurement team recommended changes to the procurement bylaw to modernize the bylaw to reflect changing trade relationships. These changes included increasing procurement thresholds, including a Canadian preference and supporting trade with partners that act in good faith.

## 2025 accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget Presentation Award for the 2025 to 2026 Budget
- Successfully completed the audit of the 2024 financial statements
- Supported the review and update of the Asset Management Plan to ensure continued compliance with provincial regulations
- Coordinated multiple updates to the Development Charge Bylaw to ensure alignment with multiple changes to the Development Charges Act
- Development and execution of the Community Partner Reserve Policy
- Fully implemented to the newest version of the CityView land management system to provide enhanced land records and data, an easier to use system for staff, helps to streamline the planning and development process, and encourages resident participation
- Continued to enhance cybersecurity at the Town which included Town wide rollout of multi-factor authentication and implementation of a password vault
- Enhancement of the financial system user experience through the creation of a reporting tool kit
- Led 72 procurements supporting over \$35.3 million in new contracts over the last 12 months
- Completed a complete/comprehensive upgrade of network switches at Town Hall to provide faster speeds, greater efficiency, and redundancy
- Continuous upgrade and improvement to the Town wide Wi-Fi systems in all buildings to provide better connectivity and speeds
- Implementation of a centralized building automation system. This provides facilities control over all HVAC systems, to monitor energy efficiencies and cost controls, improve comfort and safety, and provide predictive maintenance and asset longevity
- Delivering a new IT Service Management system to replace the outdated TrackIT service ticket system

## Finance supports the implementation of the Strategic Plan and other key plans

The Finance department has a governance role that supports the Strategic Plan and other plans that support fiscal and technology objectives.

### Strategic Plan

The Finance department supports many of the guiding principles of the strategic plan. Finance supports an exceptional quality of life for all objectives:

- **Invest in sustainable infrastructure** by investing in technology infrastructure and developed the Fiscal Strategy which ensures growth and capital planning are aligned
- **Strengthening the fabric of our community** through the implementation of online tools that support residents access to Town services
- **Promoting service accountability, excellence and innovation** by expanding e-services, following multi-year budgeting practices, developing longer-term plans and the Fiscal Strategy

### Multi-year budget process



Finance is also committed to leadership in corporate and financial management and progressive corporate excellence, innovation and continuous improvement.

## Fiscal Strategy

The Fiscal Strategy provides a long-term view of financial stewardship and financial management of the Town's resources. It ensures that the Town maintains the desired service levels and adapts to growth while managing the fiscal impacts year-over-year. It will enable the Town to adapt to changing economic circumstances and ensure the ability to effectively maintain and replace assets.

The Fiscal Strategy is built upon the four strategic pillars of capital planning, reserve management, debt management and revenue management. The four pillars of Fiscal Strategy must work together to achieve financial sustainability. Through the enforcement of Fiscal Strategy pillars, the Town ensures that sustainable capital and operating budgets are developed and delivered for the Town.

## Corporate Technology Strategic Plan

The Technology Strategic Plan was published in the fall of 2019. The Plan provides a five-year recommended direction for the Town. The Plan has been embraced by the Town and many of the report's recommendations have already been implemented.

In 2025, Finance will work with a consultant to develop the next five-year Technology Strategic Plan. This plan will leverage the work done by the previous plan and build off that foundation.

## Asset Management Plan

The Asset Management Plan presents the outcomes of the municipality's asset management program and identifies the resource requirements needed to maintain a defined level of service. The Plan includes a state of infrastructure of core assets and recommended asset management strategies to mitigate poor infrastructure health. The Plan is a living document that is updated regularly as additional asset and financial data becomes available. Regular plan updates allow the Town to re-evaluate the state of infrastructure and identify how asset management and financial strategies are progressing.

The Town's Plan was recently updated in 2024. This plan which now defines clear levels of service for each asset category, plays a key role in supporting the capital planning, reserve management and debt management pillars of the Fiscal Strategy.

## Objectives and Key Results (OKRs)

Finance is working to establish OKRs for the department. These will evolve over time as the department refines their OKRs to ensure that the right things are being measured to track the goals in the Corporate Strategic Plan.

### Strategic Objective: Build a safe and healthy community

Continuous improvement of cyber security technology	Status: On track
This metric monitors alerts, threats blocked by the threat blocker system, spam emails blocked, and ensures all critical, high, and medium findings are mitigated.	

### Strategic Objective: Provide a great citizen experience

Provide new/updated software applications to fulfill business needs of the Town or new/updated digital services to residents	Status: On track
Track the number of in-house custom-built applications. Track the number of new/updated online services for residents.	
Provide high quality services to external and internal clients	Status: On track
Maintain an internal client support service to ensure they receive the support they need while working within the financial system. External support on tax and water billing through the monitoring of calls and emails related to billing services.	

### Strategic Objective: Practice good governance

Increase competitive procurement portfolio	Status: On track
This objective increases the availability of blanket purchase agreements to have them available for use across the organization to make it easier for managers to manage their budgets.	

### Strategic Objective: Create a connected community

Provide uninterrupted IT network services	Status: On track
Provide IT network services to staff and Wi-Fi services to the public. Ensure unplanned downtime is minimized and uptime remains above 99%.	

### Strategic Objective: Manage taxpayer dollars efficiently

Financial management excellence	Status: On track
Monitor and report upon the budget variance for allocated operating and capital funding.	
Maximization of investment income	Status: On track
Monitor overall return on investment compared to average market return.	
Maximization of grant revenues	Status: On track
Monitor grant application success rates, total value of grant funding achieved and total number of grant applications applied for compared to defined targets.	

# Finance AT A GLANCE



**3.92%** 

The Town's average rate of return on its investments in 2024



**9,365**

total # of invoices processed

**18,186** 

total # of water accounts



**6,178** 

water accounts set up for e-billing



**3,213** 

devices supported



**5,033** 

IT help desk requests



**17,865** 

water meters with radio read devices (MXUs)



**443** 

GIS Data and mapping requests



**101**

average monthly ownership changes



**72**

procurement contracts awarded in the last 12 months



**\$35.3 M**

value of awarded procurement contracts in the last 12 months



**957**

bid takers in the last 12 months



**79** 

procurement training and support sessions with staff and suppliers in the last 12 months

**154** 

procurement training and support session attendees in the last 12 months

**272**

bids received in the last 12 months

**169** 

change orders processed in the last 12 months

**\$8.83 M**

value of change orders in the last 12 months

**486** 

supplier registrations processed in the last 12 months



**21,078,795**

cyber threats blocked

**High 14 / Med 2,352 / Low 2,300**



**440,257**

malicious emails blocked

Security Information and Event Management (SIEM) severity alerts detected and mitigated

FROM AUGUST 1, 2024 TO JULY 31, 2025

# Operating Budget

## Overview

The operating budget for the Finance department includes an increase of \$377,800 on the tax levy in 2026. The main drivers of the increase include salaries and benefits increases for existing staff, the removal of the safe recovery grant funding, increase to audit fees, the costs associated with Human Resources Information System (HRIS) module implementation, and the phase in of the financial system subscription costs. This pressure is partially offset by increases in tax and water administration revenues and recovery from reserves for the staffing costs.

## Operating financial summary

\$000's	Net Actual Results		2025	2025	2026
	2023	2024	Net Fcst*	Budget	Budget
Expenditures	7,831.1	7,840.4	8,327.5	8,627.2	8,988.8
Non-Tax Revenues	(1,117.3)	(1,032.9)	(949.4)	(971.8)	(955.7)
<b>Net Tax Levy</b>	<b>6,713.8</b>	<b>6,807.5</b>	<b>7,378.1</b>	<b>7,655.3</b>	<b>8,033.1</b>
% Tax Funded	86%	87%	89%	89%	89%
Net Budget Change	\$	93.7	570.6	277.3	377.8
	%	1.4%	8.4%	3.8%	4.9%

\*Net forecast as of August 31, 2025

## Changes to the multi-year budget

The Finance budget includes minor changes to the outlook including increases to salaries and benefits and adjustments to the reserve funding for the staffing cost, to reflect the current staff complement, which were offset by savings in IT contracts and an increase in water and tax administration revenues.

## Budget change summary

	2026	
	FTE	\$000's
<b>Starting Budget</b>	<b>45</b>	<b>7,655.3</b>
<b>Base</b>		
Salaries & Benefits including COLA, step increases, gapping and other approved staffing actions	-	357.2
Recovery from reserve for staffing costs	-	(103.7)
Removal of safe recovery grant funds	-	100.0
Increased cost for audit services	-	14.5
Tax and water administration revenues inflation and trend increase	-	(66.4)
IT net savings in consulting and contracts offsetting pressures for YorkNet service fee increase	-	(5.5)
Cell phone contract savings	-	(6.0)
Other minor adjustments/savings	-	(1.0)
	<b>-</b>	<b>289.0</b>
<b>Capital Operating Costs</b>		
Phase in of new financial system over four years (offset partially by user rate recovery in corporate items budget)	-	63.2
Additional HRIS module implementation	-	25.6
	<b>-</b>	<b>88.8</b>
<b>Budget Change</b>	<b>-</b>	<b>377.8</b>
<b>Total Budget</b>	<b>45</b>	<b>8,033.1</b>

## Multi-year operating budget priorities

In 2026, the objectives for Finance support a modernized Town and strong financial policy.

### Expanding upon the capabilities of the new financial system

In 2023, Finance implemented a new financial system. Through 2026, Finance plans to further leverage the system by enhancing reporting capabilities, streamlining processes and continuing to educate staff across the organization.

Procurement Services is exploring the wider range of options available in the system to leverage all types of procurements identified in the Procurement Policy, while also looking at ways to streamline the process and reduce the length of time it takes to complete a procurement.

## Budget change to outlook

		2026
	FTE	\$000's
<b>2025 Budget Outlook</b>	<b>45</b>	<b>8,026.7</b>
<b>Budget Changes to Outlook</b>		
Salaries and benefits adjustments		35.9
Reserve/grant funding adjustment for staffing costs		52.4
Water and tax administration revenues		(48.0)
IT savings in contracts and consulting services		(34.5)
Increase for audit services		12.5
Cell phone contract savings		(6.0)
Other minor adjustments/savings		(5.8)
<b>Budget Change to Outlook</b>	<b>-</b>	<b>6.4</b>
<b>Total Budget</b>	<b>45</b>	<b>8,033.1</b>

### Continued focus on strong cybersecurity

IT will continue to implement cybersecurity improvements through the refreshing of both software and hardware solutions which support strong cyber protection and build upon the tools already in place.

### Continued implementation of the Fiscal Strategy

Finance will continue to implement the actions identified in the Fiscal Strategy, including developing financial policies and analysis to support long-term financial sustainability including a policy for grant management and the development of long-term growth models for development charge revenues and tax assessment value in 2026. Finance will complete the development of a revenue management policy in 2026.

# Capital Budget

## Overview

Finance plans to spend \$5.4 million in 2026 on capital projects of the total \$12.5 million in Capital Budget Authority. This includes \$11.4 million for asset management projects, \$382,100 for growth and new projects and \$745,000 for studies and other.

## 2026 Capital Budget Authority

(\$000s)	Previously Approved Budget	2026 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/24	2025 Forecast	2026	2027+
Asset Management	9,462.0	11,411.0	1,949.0	3,280.7	1,742.9	4,967.8	1,419.7
Growth & New	382.1	382.1	(0.0)	66.0	84.2	106.4	125.5
Studies & Other	595.0	745.0	150.0	252.5	56.3	358.9	77.3
<b>Adopted Budget</b>	<b>10,439.1</b>	<b>12,538.1</b>	<b>2,099.0</b>	<b>3,599.2</b>	<b>1,883.3</b>	<b>5,433.1</b>	<b>1,622.5</b>
<b>Capital Program</b>							
Finance	6,117.5	6,117.5	0.0	2,249.2	691.5	2,126.9	1,050.0
IT Services	3,344.5	5,293.5	1,949.0	1,031.5	1,051.4	2,840.9	369.7

\* Includes all active project budgets, adjustments to project budgets and new budget commitments

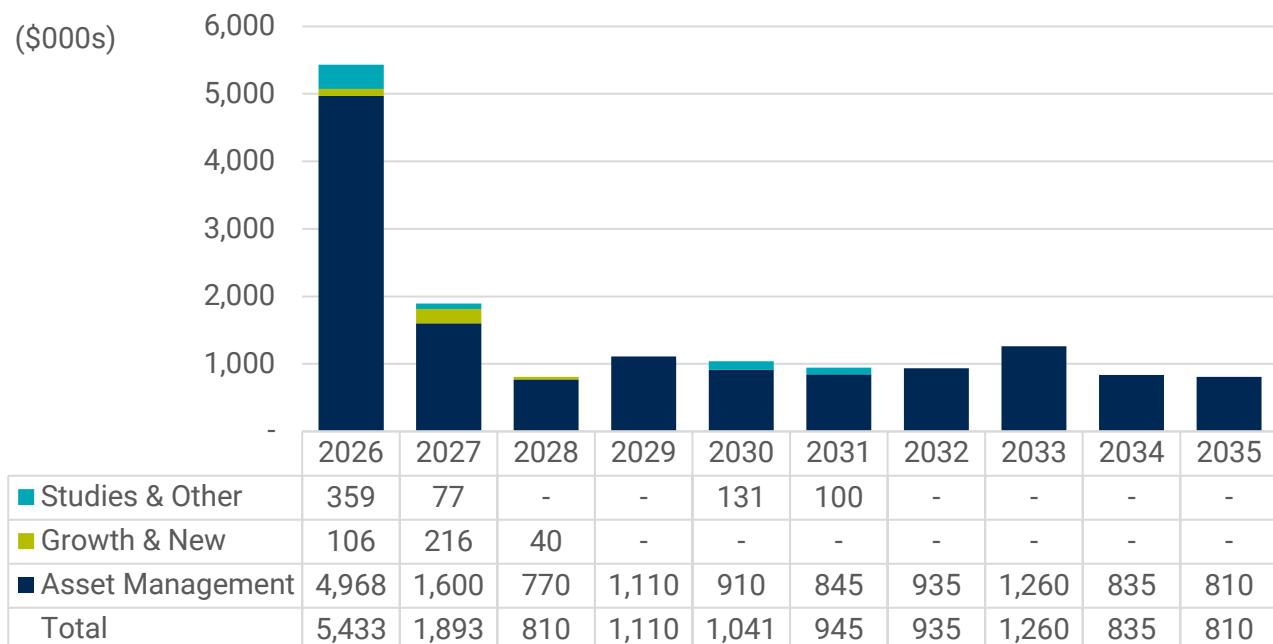
## Capital program

The 2026 Capital Budget includes capital program approval for Information Technology and Finance asset management capital projects. These programs provide the Town with flexibility to move funding between projects while not exceeding the Capital Budget Authority for the capital program and the planned 2026 capital cash flow. The detailed list of projects in the program are included the in 10-Year Capital Plan Reports chapter.

## 10-year capital plan

The 10-year capital plan includes \$15.0 million in capital projects. The 10-year plan will invest \$14.0 million in asset management. This represents 94 percent of the 10-year plan. The 2026 budget focuses on asset management projects with significant investments in finance advanced water meter infrastructure and water meter replacement project as well as IT asset management replacement projects such as customer relationship management system and various cybersecurity projects.

## 10-year capital plan



### Key capital initiatives

The capital plan for Finance supports asset management and continuous improvement. The 2026 budget includes the following key projects to support these initiatives:

#### Focus on strategic asset management

Finance will continue to replace water meters for both commercial and residential customers. The new meters are more accurate and precise in measuring water consumption and support the advanced metering infrastructure to automate the collection of water meter reads, enabling the Town to provide better customer service and address metering issues proactively.

The IT division will support asset management by refreshing aging infrastructure to ensure assets are current and within their serviceable life. This will ensure Town systems are reliable and less likely to fail resulting in staff and residents losing access to Town services.

## Strong focus on cybersecurity, asset management and continuous improvement

As part of the Town's fulsome cybersecurity strategy, the Capital Budget includes projects that support timely asset management and continuous improvement of current and future technology. This includes services for:

- **Replace current endpoint anti-malware software** with a Gartner top rated enterprise endpoint security platform designed to prevent, detect, investigate, and respond to advanced threats. This software is considered next generation and will give added protection for all our endpoint devices.
- **Identity management** cybersecurity control to ensure only users with proper credentials and access are allowed to into the Town's network and software applications.
- **Centralized vulnerability scanning** system regularly scans all devices connected to the network comparing the scans to vendor provided database lists of released security patches. IT staff will then proactively apply all missing security patches reducing vulnerability to cyber-attacks.
- **Cloud security** is another critical cybersecurity control that will provide all staff with enhanced security for any of the cloud-based software currently used including financial systems.
- **Network access control** is the process of restricting unauthorized users and devices from gaining access to our network. This ensures only users who are properly authenticated and devices that are authorized and compliant with the Town's security policies can access the network.

## Support technological needs of a growing community

Finance is working with other departments to implement solutions that will support more online services for residents and businesses. These include:

- Replacing the existing customer relationship management system to be able to provide better service to residents and local businesses
- Implementation of the automated water meter read system which will provide residents the ability to monitor their water consumption and set up automated alerts for higher-than-normal consumption

# Capital Projects

## Adopted new capital or increases to Capital Budget Authority

Detailed project sheets follow for projects with new or an increase to Capital Budget Authority

### Asset Management Projects

(in 000's)

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Reason for budget change
<b>Information Technology (Capital Program)</b>			
<a href="#">10-19</a>	AM0235: End User Equipment Replacement - 2023-2026	Increase to Capital	Annual replacement cycle purchases of IT equipment for the Town of Aurora.
<a href="#">10-20</a>	AM0236: Data Centre Equipment Replacement - 2023-2026	Increase to Capital	Update data centres and equipment at Town Hall and the Joint Operations Centre.
<a href="#">10-21</a>	AM0237: Mobile Equipment Replacement - 2023-2026	Increase to Capital	Annual replacement cycle purchases of mobile equipment for the Town of Aurora.
<a href="#">10-22</a>	AM0375: CRM Replacement	Increase to Capital	Investment to ensure the customer relationship management solution meets the municipality's operational, technical, and strategic needs. It reflects a commitment to delivering a high-quality, scalable, and citizen-centric platform that will serve the community effectively for years to come.
<a href="#">10-25</a>	AM0439: Ethernet Switch Redesign - 2026	New Capital	New capital project
<a href="#">10-26</a>	AM0440: Council Chamber A/V Technology Replacement	New Capital	New capital project
<a href="#">10-28</a>	AM0441: Unplanned - IT Emergency Repairs Contingency 2026	New Capital	New capital project
<b>Total Asset Management</b>		<b>2,975.9</b>	

## Studies and Other Projects

(in 000's)

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Previously Adopted Budget	Adopted Budget Change	Reason for budget change
<a href="#">10-29</a>	S00091: DC Background Study and CBC Strategy & Bylaw Update	100.0	-	100.0	New capital project
<a href="#">10-31</a>	S00092: Cybersecurity Assessment	50.0	-	50.0	New capital project
<b>Total Studies and Other</b>		<b>150.0</b>	<b>-</b>	<b>150.0</b>	

## Previously adopted capital projects with no change or reduction to budget

This list includes existing capital projects where no increase to the capital budget authority is being requested.

## Asset Management Projects

(in 000's)

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
<b>Finance</b>		
AM0005: Financial System	Active Project – No Change	
AM0248: Advanced Metering Infrastructure	Active Project – No Change	
AM0391: Water Meter Replacement Program - 2025-2029	Active Project – No Change	
AM0392: Financial System Continuous Improvements	Active Project – No Change	
<b>Finance Total</b>	<b>6,117.5</b>	
<b>Information Technology (Capital Program)</b>		
AM0008: Boardroom Audio/Video Equipment	Active Project – No Change	
AM0009: Business Process Automation & Data Integration	Active Project – No Change	

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
<b>Finance</b>		
AM0212: Ethernet Switch Redesign	Active Project – No Change	
AM0213: Data Centre Hardware Refresh (SAN)	Active Project – No Change	
AM0232: Cybersecurity Software (Defender Identity Mgmt & Cloud Security)	Active Project – No Change	
AM0270: Council Chamber A/V Technology	Active Project – No Change	
AM0271: Cybersecurity Vulnerability Services	Active Project – No Change	
AM0272: Cybersecurity SIEM Services	Active Project – No Change	
AM0274: Cybersecurity (2024) (2nd Firewall At JOC)	Active Project – No Change	
AM0275: Uninterruptable Power Supply Refresh	Active Project – No Change	
AM0277: MS Defender Endpoint Protection	Active Project – No Change	
AM0372: Network Access Control	Active Project – No Change	
AM0373: Internet Redundancy	Active Project – No Change	
AM0393: Wireless Upgrades & Enhancements	Active Project – No Change	
AM0394: Arcserve Tape Backup Solution	Active Project – No Change	
AM0395: Workorder Management Systems (CMMS Project)	Active Project – No Change	
<b>Information Technology Total</b>	<b>2,317.6</b>	
<b>Total Asset Management</b>	<b>8,435.1</b>	

## Growth and New Projects

(in 000's)

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
<b>Information Technology</b>		
GN0015: Migration To CityView Workspace	Active Project – No Change	
GN0115: CityView Portal Implementation	Active Project – No Change	
GN0116: Digital Education Program	Active Project – No Change	
GN0117: ArcGIS Portal	Active Project – No Change	
GN0120: Green/Blue Bin Portal	Active Project – No Change	
<b>Total Growth and New</b>	<b>382.1</b>	

## Studies and Other Projects

(in 000's)

Project	Adopted Capital Budget Authority	Previously Adopted Budget	Adopted Budget Change	Reason for budget decrease (if applicable)
SO0017: Info Tech Strategic Plan Implementation	230.0	230.0	-	
SO0030: Storm Sewer Reserve Fund & Rate Study	150.0	150.0	-	
SO0060: Water Rate Study	45.0	45.0	-	
SO0081: IT Strategic Plan (2025)	120.0	120.0	-	
SO0082: Disaster Recovery Plan (DRP) for IT (Ransomware)	50.0	50.0	-	
<b>Total Studies and Other</b>	<b>595.0</b>	<b>595.0</b>	<b>-</b>	

### Project: AM0235: END USER EQUIPMENT REPLACEMENT - 2023-2026

Estimate Start Date: 2023-01

Estimated End Date: 2026-12

Overview of the project including key goals, objectives, and performance measures

Annual replacement cycle purchases of IT equipment for the Town of Aurora. This is done in accordance with the Asset Management Plan. Project AM-F-0603 Replacement of 20 iPads for Program Administration has been consolidated under this project and the total capital budget authority was increased accordingly.

Reasons the project should be approved and the impact it will have on service levels

This annual project maintains the service level of end user computer equipment used by staff. This equipment includes computers and tablets. The timely refresh of this equipment ensures that staff have reliable tools to complete their work and ensures that the devices continue to be able to be updated to the latest software

Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)

Staff will have reliable technology available to them to use. The project also includes tablets and rugged devices which are used out in the field to enable staff to deliver services with their technology at hand.

Impact of not approving or delaying the project

Delaying or not approving this project will result in lengthening the amount of time before end user equipment is replaced. Previously, the desktop and laptop evergreening cycle was a six-to-seven-year cycle, this is being reduced to five years to bring it closer to the industry standards of four years.

Typically, after four years computers breakdown more often and require more service from the IT team. Firmware updates for computers and tablets are also only provided for a limited number of years. After this there is a higher risk of failure.

Impact this project has on climate change

This project does not impact greenhouse gas emissions or impact climate change adaptation.

## **Project: AM0236: DATA CENTRE EQUIPMENT REPLACEMENT - 2023-2026**

Estimate Start Date: 2023-01

Estimated End Date: 2026-12

### **Overview of the project including key goals, objectives, and performance measures**

The data centres located at Town Hall and the Joint Operations Centre need to be maintained to ensure that the Town's critical systems are not disrupted. There are multiple components that are reaching end of life and are no longer supported by the manufacturer. Leveraging our support partner HPE to build a road map to ensure reliable, up to date equipment and design solutions that will ensure that all equipment is used in the most efficient way possible.

### **Reasons the project should be approved and the impact it will have on service levels**

Both data centres play critical roles for most the Town's IT systems. If the Town continues to wait until system failures before issues are fixed, there is a higher risk of major system outages and data loss.

### **Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)**

A proper data centre strategy in place, reduces the potential for system failures, provides greater data protection, streamlines the use of equipment and increases performance. This will improve the user experience and should positively impact staff performance.

### **Impact of not approving or delaying the project**

As equipment continues to age, there will be more hardware failures and it will become increasingly difficult to repair. System outages will take longer to remediate and the potential for data loss is higher.

### **Impact this project has on climate change**

This project does not impact greenhouse gas emissions or impact climate change adaptation.

## **Project: AM0237: MOBILE EQUIPMENT REPLACEMENT - 2023-2026**

Estimate Start Date: 2023-01

Estimated End Date: 2026-12

### **Overview of the project including key goals, objectives, and performance measures**

Annual replacement cycle purchases of mobile equipment for the Town of Aurora.

### **Reasons the project should be approved and the impact it will have on service levels**

To maintain existing systems, the Town needs to refresh mobile equipment on a regular basis. Evergreening is necessary so all equipment can be patched and updated to ensure the most secure environment possible, maximize the end user experience and maintain compatibility with Town systems.

### **Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)**

Mobile device schedules reflect a two-year refresh cycle. A large part of Town Staff relies heavily on their mobile devices for their day-to-day operations and communication. Keeping these devices up to date will help ensure reliable operations of existing Town systems and the support our future modernization initiatives.

### **Impact of not approving or delaying the project**

If not approved, it will delay the necessary work for technology workplace modernization, and this will make subsequent replacements heavier as a result. Allowing hardware to age to a state where the manufacturer no longer supports it creates several risks to the Town including data loss and security vulnerabilities.

### **Impact this project has on climate change**

No climate impact.

## Project: AM0375: CRM REPLACEMENT

Estimate Start Date: 2026-01

Estimated End Date: 2027-04

### Overview of the project including key goals, objectives, and performance measures

The Town is embarking on a strategic transformation of customer service operations through the implementation of a modern, cloud-based Customer Relationship Management (CRM) system. This initiative is designed to elevate resident satisfaction, enhance operational efficiency, and future-proof the Town's digital infrastructure. By replacing the outdated CRM platform, the Town will unlock new capabilities in automation, data integration, and service personalization—laying the foundation for a more responsive, transparent, and citizen-centric municipal government.

The Town's customer service operations are currently managed using an on-premises Microsoft CRM 2015 system. This application is mainly used by our Access Aurora Customer Service Centre, Bylaw Animal Control Services, and to some degree our Operational Services Department.

The current Microsoft Dynamics CRM 2015 on-premises system has seen limited adoption across the Town's departments, primarily due to limited features, incomplete development, and lack of alignment with departmental needs. As a result, many business units are unclear about the system's value and its potential usefulness. Another limitation is the absence of a customer-facing portal, preventing residents from initiating or submitting service requests directly to the CRM workflow. Significant process inefficiencies exist, including gaps in workflow automation and case routing, which often require staff to manually email or call other departments to assist customers or to locate necessary information. These workarounds are time-consuming, prone to error, and undermine service efficiency.

The Town's CRM 2015 system also lacks a mobile-friendly solution, making it difficult for staff to access information or perform tasks while in the field. A corporate knowledgebase, intended to serve as a central repository for information, was planned but never implemented, leaving staff without easy access to up-to-date, consistent and reliable resource information.

The Town's goals and objectives for this customer service CRM solution implementation are:

1. Create a collaborative customer service delivery environment where access to data and information is secure and based on specific user access roles.
2. Development of a robust, intuitive, accessible, and scalable corporate customer service process for the Town and its customers.
3. Provide effective and seamless integration of the new CRM platform with existing applications.
4. Align the reporting strategy with the Town's overall reporting needs. This will enable and support performance reporting and consistent information management throughout the organization.

5. Design and implement a system that is user-friendly and empowers users to improve current business processes.
6. Improve the quality and accessibility of information for decision support.
7. Reduce redundant data entry, information storage, and manual siloed processes.
8. Improve operational effectiveness and productivity with redesigned workflows and Microsoft Copilot.
9. Augment digital government initiatives, including improved customer service experience and web portal customer service functionalities.

## Reasons the project should be approved and the impact it will have on service levels

The new CRM will provide staff with a 360-degree view of each customer, centralizing information to drive stronger, more proactive relationships. With historical, current, and future trend analysis readily accessible, staff will be able to efficiently address immediate needs while also anticipating potential future requests. This platform will empower staff to see the full customer journey in one place, supporting informed, timely, and effective services. The CRM system will drive the development of lasting relationships with clients by consolidating information across departments, enabling a seamless and unified approach to customer service.

Aided by Copilot, which will be enabled exclusively for use by Town staff, staff will have an intelligent assistant that will enhance their abilities to handle all types of client inquiries. By automating the information sourcing, compiling, drafting, and generation of responses to client questions, the co-pilot will reduce the workload on our customer service teams, allowing for more personalized and timely interactions. The goal is to streamline internal processes, increase response accuracy, and ensure consistency in communication without exposing this tool to external clients directly. This feature will empower Town staff with quick, artificial intelligence driven insights, enabling them to provide superior service based on comprehensive, real-time data.

## Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)

The project will benefit the Town in the following ways:

- 1. Enhanced customer experience:** It will improve the overall customer experience by providing our residents and businesses with enhancements that improve interactions and follow-up.
- 2. Streamlined operations:** Automated and streamlined key customer service workflows and processes will reduce repetitive manual effort, minimize errors, and increase operational efficiency across the departments and divisions.
- 3. Customer service portal:** Introduction of a new public customer service portal that is friendly, intuitive and interactive will make it easier for residents to submit inquiries, report issues and receive follow-ups in addition to access to important relevant information.

**4. Corporate knowledgebase:** Customer service agents and staff will have access to an intuitive, user-friendly corporate knowledge base that will help them in finding information and insights to support their responses and facilitate quick and efficient management and resolution of customer inquiries and issues.

**5. Data integration and accessibility:** By migrating the existing CRM system data and integrating with existing key applications and potential future business applications, the Town will ensure preservation of historical records and seamless data flow between various applications.

**6. Scalability and flexibility:** The new CRM on a cloud platform provides a scalable solution that can grow with the Town's business needs and easily adapt to the changing customer service needs of the departments and divisions.

**7. Enhanced reporting and analytics:** The Town can utilize advanced reporting and analytics capabilities of Microsoft Dynamics 365 CRM, Power Platform tools and Copilot to gain analytical insight into customer service performance and identify areas for improvement.

### Impact of not approving or delaying the project

The current Microsoft CRM 2015 system, and its underlying SQL Server 2014 database, are well past their end-of-life and are no longer supported by Microsoft or other vendors. This means no more security patches and increasing the risk of cybersecurity threats. A cybersecurity attack would impact the reputation of the Town and may have legal impacts. Note that this system being on premise is protected by the Town's firewall and is currently only available for internal use by staff.

From the operational point of view, not having the newer version of the application may lead to:

- **Higher maintenance & troubleshooting:** IT staff spend time on creating manual workarounds and addressing unique problems due to outdated application and server systems. Finding specialists for this old technology is getting harder and more expensive.
- **Compatibility problems:** Continuing to upgrade other applications and systems (including Windows 11), CRM 2015 may cause additional unforeseen and untested conflicts or instability.
- **Reduced productivity:** Lack of modern features in CRM 2015 (customer portal, knowledge base, Copilot, Power Platform automation, mobile access, advanced analytics and reporting) means staff continue to work with less efficiency, impacting citizen service quality.

### Impact this project has on climate change

No impact to climate change.

## **Project: AM0439: ETHERNET SWITCH REDESIGN - 2026**

Estimate Start Date: 2026-01

Estimated End Date: 2026-12

### **Overview of the project including key goals, objectives, and performance measures**

This project will both refresh aging end of life technology and provide an updated and more robust network. This project will replace/update the ethernet switching infrastructure for both the LAN and WAN. This project aligns with the Technology Strategic Plan.

### **Reasons the project should be approved and the impact it will have on service levels**

This project is necessary to allow for the Town's digital transformation. This project is necessary as many of our existing ethernet switches are at or near end of life. This introduces risk to the Town as spare parts are not available should a switch fail.

### **Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)**

A newer, faster, more robust, more resilient network infrastructure. This will also remove the risk that was identified above.

### **Impact of not approving or delaying the project**

Refreshing aging network equipment requires careful planning, diligent research, and proactive management to ensure optimal performance and security. If we fail to keep our infrastructure up to date, and hardware was to fail, there would be significant impact on several of the Town's critical services. Aging technology can also present a significant security risk due to lack of updates or patches for known vulnerabilities once they reach end of life or support.

### **Impact this project has on climate change**

This project does not impact greenhouse gas emissions or impact climate change adaptation.

## Project: AM0440: COUNCIL CHAMBER A/V TECHNOLOGY REPLACEMENT

Estimate Start Date: 2026-01

Estimated End Date: 2026-12

### Overview of the project including key goals, objectives, and performance measures

The current A/V solution in Council Chambers is in constant need of service and repair. The system is extremely complex and requires a vendor to be called in for most of the issues. The cost of each visit is on average a minimum of \$2,000/visit and happen regularly over the course of the year. There have been several major system failures that have had significant effect on Council meetings and other functions. The proposed redesign the current system to simplify the infrastructure which should make the system more reliable and easier to support.

### Reasons the project should be approved and the impact it will have on service levels

The age of the technology in the Council Chambers is approaching ten years. Several components have reached end of life and there are no direct replacements. As the equipment ages, the support costs for hardware repair or replacement will increase and the ability to find suitable replacements is becoming more difficult.

Town of Aurora staff spend on average, four hours per afternoon testing all equipment in Council Chambers to ensure the technology is working properly prior to the Tuesday night meeting. With an average of 30 Tuesday night meetings per year, that equates to 120 hours of staff time used to test the system. The vendor that provides repairs and support of Council Chambers is also a cost to the Town. In 2024 the vendor logged ten visits to the Town for a total cost of \$20,494.81. So far in 2025 the Town has incurred six visits for a total cost of \$32,161.52. These costs are expected to continue to increase as the equipment ages.

A full replacement of the technology would be required to ensure that it can be properly supported and maintained. By redesigning the system, the constant issues to get Council Chambers ready for use should be reduced. This will allow the staff that support Council meetings to focus on the requirements of the meeting rather than waiting for the system to be repaired.

### Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)

The replacement of the technology will increase the reliability to ensure that meetings can be held as planned and do not need to be cancelled or moved online. This will ensure that residents can be assured that meetings will occur in-person as planned.

The improved reliability of the system will eliminate the requirement for staff to spend significant amounts of time testing the system prior to meetings as mentioned above. It will

also provide IT the ability to take over much of the management of the system internally and not be wholly reliable on a vendor providing service.

### **Impact of not approving or delaying the project**

Without making significant changes to the system, issues with the equipment will most likely increase over time. Due to the age of the system, hardware repairs may not be possible due to compatibility issues with older equipment. There will also continue to be the added expense of paying for vendor support.

### **Impact this project has on climate change**

This project does not impact greenhouse gas emissions or impact climate change adaptation.

## **Project: AM0441: UNPLANNED - IT EMERGENCY REPAIRS CONTINGENCY 2026**

Estimate Start Date: 2026-01

Estimated End Date: 2026-12

### **Overview of the project including key goals, objectives, and performance measures**

This fund would assist with unforeseen and unplanned technology issues that can have significant impact on critical Town services.

### **Reasons the project should be approved and the impact it will have on service levels**

Having this fund available can expedite repairs/updates/upgrades required in an emergency. Having this fund available gives the Department the ability to implement a change quickly if the need requires it.

### **Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)**

Depending on the affected service there could be significant impact to Residents and Staff.

### **Impact of not approving or delaying the project**

If we were not to have these funds available, it could take longer than desired to implement a repair/update/upgrade in an emergency should the need arise.

### **Impact this project has on climate change**

The impacts to climate change are unknown as there is no specific task identified.

## Studies and Other detailed capital project sheets

### Project: S00091: DC BACKGROUND STUDY AND CBC STRATEGY & BYLAW UPDATE

Estimated start date: 2026-Q3 End date: 2027-Q1

(in \$000s)	Capital Budget			Capital Budget Authority (CBA) Cash Flow				
	Approved Restated	Adopted CBA	Budget Change	Actuals to Dec 2024	2025 Forecast	Budget 2026	Budget 2027	Budget 2028+
<b>Project Expenditures:</b>								
Consulting-PreCon	-	100.0	100.0	-	-	50.0	50.0	-
<b>Total</b>	<b>-</b>	<b>100.0</b>	<b>100.0</b>	<b>-</b>	<b>-</b>	<b>50.0</b>	<b>50.0</b>	<b>-</b>
<b>Project Funding:</b>								
General Government DC	-	100.0	100.0	-	-	50.0	50.0	-
<b>Total</b>	<b>-</b>	<b>100.0</b>	<b>100.0</b>	<b>-</b>	<b>-</b>	<b>50.0</b>	<b>50.0</b>	<b>-</b>

#### Overview of the project including key goals, objectives, and performance measures

As required under the Planning Act, Council is required to review the Town's Community Benefit (CBC) by-law and pass a resolution declaring whether a revision to this by-law is needed within five years of the date it was first passed. As the Town's CBC by-law was approved by Council on September 20, 2022, it is due for review by September 20, 2027, as per legislation.

The Town's current Development Charges (DC) study and by-law were last reviewed and approved by Council on March 26, 2024. As per present legislation, this by-law and the accompanying DC Study will expire 10 years after initial passage. However, it is highly unlikely that any municipality would allow their by-laws to remain unchanged for this duration.

Also, as a lower tier municipality, the Town is required to administer not only its own DC Bylaw, but also administers York Region's and the School Board's DC Bylaws as well. As a result, the Town tries to ensure that its by-law is as closely aligned with that of York Region as much possible. Of note, York Region has begun a review of their DC by-law, which is expected to include some significant changes, with approval anticipated by early 2026. The Town would need to revise its by-law shortly thereafter to ensure continued alignment with York Region's.

As the CBC and DC by-laws are used to recover growth-related infrastructure costs, legislation requires municipalities to ensure any eligible growth cost is only recovered once under one of these tools. To ensure that a double recovery does not occur, it is recommended that the Town complete both the CBC Strategy and DC Study review and updates at the same time. A simultaneous review exercise will also allow for overall cost and time efficiencies as much of the information collected and the models created can be used in support of both exercises. Once aligned, these reviews would continue to be updated together roughly every five years.

Further, this review will allow for the review and update of the Town's development growth projections to ensure alignment with the present reality.

## Reasons the project should be approved and the impact it will have on service levels

A review of the Town's CBC Strategy must be completed within five years of original passing, being September 20, 2027, as required by legislation. The project would need to start in September 2026 to ensure that the review is complete prior to this date. If the review does not proceed as planned, the Town risks expiry of the CBC by-law in 2027 resulting in the loss of a valuable development revenue.

By not aligning the DC Study and CBC Strategy reviews, the Town risks double growth cost recoveries contrary to legislation, as well as loses out on the potential time and cost efficiencies that would be achieved by combining the two exercises.

Further, by not undertaking the DC Study as proposed, the Town will be unable to ensure the timely alignment of the Town's DC by-law with York Region's new by-law which is expected to be subject to material change. Also, the Town will be unable to update the underlying growth model and growth infrastructure requirements which have recently been subject to considerable change.

## Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)

The CBC and DC by-laws both represent very important revenue generation tools through which the Town pays for growth supporting infrastructure needs. Without this essential revenue, the cost of growth infrastructure would fall on existing taxpayers resulting in a significantly increased tax burden on taxpayers. Therefore, it is important that both these tools remain in effect and are kept as up to date as possible to maximize the Town's revenue from these sources.

This project ensures that both these by-laws remain in effect and up to date. It also minimizes the Town's cost of completing both essential exercises through maximizing process efficiencies.

## Impact of not approving or delaying the project

If this project was not approved or delayed, the Town would risk expiry of the CBC Bylaw and loss of the associated growth revenues. Also, the Town's CBC strategy and DC Study reviews would remain separate from one another resulting in increased costs to the Town for completing of both these needed reviews independently. Also, if this project does not proceed in 2026, this would also delay the update of the Town's DC Study and by-law to reflect the anticipated significant changes to York Region's DC Bylaw, as well as delay the DC Study update to reflect the Town's current development growth reality and its newly identified growth infrastructure requirements.

## Impact this project has on climate change

This project does not result in any direct climate change impacts.

## Project: S00092: CYBERSECURITY ASSESSMENT

Estimated start date: 2026-Q1 End date: 2026-Q2

(in \$000s)	Capital Budget			Capital Budget Authority (CBA) Cash Flow				
	Approved Restated	Adopted CBA	Budget Change	Actuals to Dec 2024	2025 Forecast	Budget 2026	Budget 2027	Budget 2028+
<b>Project Expenditures:</b>								
Consulting	-	50.0	50.0	-	-	50.0	-	-
<b>Total</b>	<b>-</b>	<b>50.0</b>	<b>50.0</b>	-	-	<b>50.0</b>	-	-
<b>Project Funding:</b>								
Studies & Other	-	50.0	50.0	-	-	50.0	-	-
<b>Total</b>	<b>-</b>	<b>50.0</b>	<b>50.0</b>	-	-	<b>50.0</b>	-	-

Overview of the project including key goals, objectives, and performance measures

Municipalities are increasingly targeted by cyber threats due to their critical infrastructure, sensitive data, and often limited cybersecurity resources. A full cybersecurity assessment is essential to identify vulnerabilities, benchmark against industry standards, and develop a strategic roadmap for resilience.

The Town will engage with a cybersecurity partner to perform the full assessment, to identify gaps, and provide a roadmap to mitigate all gaps.

Reasons the project should be approved and the impact it will have on service levels

Strategic Benefits of a Full Cybersecurity Assessment

- Risk identification: Pinpoint vulnerabilities across departments and systems
- Compliance readiness: Align with NIST, CIS, and regulatory mandates
- Resource optimization: Prioritize investments based on risk and impact
- Insurance leverage: Demonstrate risk mitigation to reduce premiums
- Community trust: Enhance transparency and resilience in public services

Benefits of the project including impact on the community and Town operations (finances, internal performance, learning and development, etc.)

A full cybersecurity assessment offers direct and meaningful benefits to residents of a municipality by enhancing the safety, reliability, and trustworthiness of public services.

Municipalities store sensitive resident information. A cybersecurity assessment helps identify vulnerabilities in data storage and transmission, ensuring that personal information is protected from breaches and misuse.

Cyberattacks can disrupt services. By assessing and strengthening cybersecurity, municipalities can ensure these services remain available, reliable, and resilient, even during cyber incidents.

A proactive cybersecurity strategy demonstrates accountability in managing public resources, commitment to protecting residents' privacy, and transparency in risk management and incident response. This builds public trust and encourages civic engagement.

### **Impact of not approving or delaying the project**

A cybersecurity breach could lead to costly ransom payments, legal liabilities, increased cybersecurity premiums, interruption of Town services, and reputational loss.

Preventing these outcomes helps the Town avoid passing costs onto taxpayers and allows funds to be directed toward community improvements instead.

### **Impact this project has on climate change**

This project provides minimal impact on climate change.

# Progress on departmental objectives

These objectives were established through the annual budget process. The following provides a status update on the progress of completing the objectives and identifies new initiatives.

## New objectives

### Grant management framework enhancements

Finance will commence the development and implementation of multiple enhancements to its existing grant management framework. These enhancements will include a consolidated dashboard of all active town grant application and agreements, as well as a new grant project prioritization regime that will assist in both the allocation of scarce grant revenue to eligible projects and the prioritization of grant application effort.

### Continued alignment of Development Charge and Community Charge bylaws with growth needs and legislation

Finance will coordinate a combined review of both the Town's development charge study and community benefit charge strategy and their associated bylaws over the course of 2026. In addition to cost and time efficiencies, this combined review will ensure the maximum alignment between these two documents and ensure they reflect the Town's current development growth reality and new infrastructure requirements. Further, this review enables the Town to maintain the alignment of bylaws with applicable legislation, as well as applicable York Region bylaws.

## Completed objectives

### Development of a Finance tool kit for managers

With work commencing in 2024, Finance completed its development of a report tool kit that was made available on the intranet. This tool kit offers managers and other staff a wide range of reference documents to assist them with their accounting, procurement and budget management responsibilities.

## Objectives in progress

### Development of the next Technology Strategic Plan

Engage a consultant to assist in the development of the next Technology Strategic Plan. This plan will build upon the work completed through the implementation of the actions in the plan approved in 2019.

## Upgrade CityView to CityView Workspace

Upgrading to CityView Workspace will provide all users a new browser-based interface that can be accessed via an internet connection. This will provide staff with a clean modern interface and provides a visual task bar that will provide newer or occasional users of the system a process that will walk staff through each step, while reducing the administrative demands on IT.

## Town Hall data centre refresh

The data centre hardware refresh includes new server hardware that IT staff can provision for various new or upgraded applications. The refresh will also provide server redundancy resulting in greater uptime for applications. A new storage area network will provide the disk space necessary for the new servers and applications.

## Expand upon reporting and other available capabilities within the new financial system

Identify reporting needs across the organization to develop new reports and dashboards. Finance plans to explore using the financial system project management module for improving reporting and management of investments in 2024 and cash flow and grants in 2025.

## Implement a new customer relationship management system (CRM)

The Town is continuing with its project to implement a customer relationship management system. This is a transformational system for the Town that will improve service delivery, transparency, and operational efficiency. It will provide centralized resident engagement, data-driven decision-making, enhanced communication, and provide integration with other systems such as GIS, ERP, and asset management

## Implement a new computerized maintenance management system (CMMS)

A computerized maintenance management system is essential for a municipality to effectively manage infrastructure, assets, and maintenance operations more effectively. This new system will provide asset management and lifecycle tracking, work order management, cost control, regulatory compliance and reporting, and can integrate with other systems to create a unified view of municipal operations

## Further enhance network access security

IT is implementing technology which will further tighten cybersecurity through network access control improvements. This strengthens the Town's ability to ensure that only users who are authenticated and devices that are authorized and compliant with security policies can enter the network.

## Implement internet redundancy and load balancing

Providing a constant and reliable internet connection is critical as the Town is relying more on cloud-based services and data storage. Internet redundancy will add a second (different) internet service provider into the Town's IT infrastructure. Then load balancing technology will automatically route any internet traffic to the less busy provider. If one of the providers goes down, the load balancer will automatically reroute all traffic to the still functioning service provider.

## Expand upon efficiencies in procurement

Identify divisional needs across the organization to expand upon driving efficiencies in procurement, with the consideration of the client's experience. This includes blanket purchase order opportunities, development of standardized bid templates and measuring procurement timelines to establish a baseline for improvements.

The Procurement Bylaw was updated in February and included an update to the procurement thresholds and the Town's usage of Suppliers not honouring the trade agreements. In December, we will have another Procurement Bylaw update to streamline the non-standard procurement and exception process.

## Digital transformation of financial processes to improve the customer experience and enhance service delivery while being efficient

In 2020, Finance implemented the ability for water customers to receive their bills through email. More improvements are expected as Finance works toward implementing the ability for residents to monitor water reads online and expand email billing.

## Develop financial management policies and training for non-financial staff to enable them to better understand their budgets and financially manage operational needs

Over the course of 2026, the team will continue to document more of the Town's best practices through development of further financial management policies and their associated processes. These policies will be included in the Finance Tool kit for the managers. The development of a formal financial management training program remains a priority for the Financial Management division is expected to commence in 2026. This training program will be built upon the newly developed financial management policies and processes.

## Implementation of automated water metering technology

In 2021, Council approved the implementation of the automated water metering technology. Implementation is planned to be completed in late 2025 with rollout to customers in 2026.