



CORPORATE SERVICES

As adopted December 7, 2025

Corporate Services

Corporate Services provides effective and efficient administrative support to the Corporation, Council, committees and the community. This department is also responsible for by-law enforcement, strategic initiatives and business transformation that drive organizational excellence and innovation in support of being a progressive community with small Town charm.

Net budget by division

	2025 Budget		2026 Budget	
	Gross	Net	Gross	Net
Budget (\$000's)				
Corporate Services	359.0	359.0	371.1	371.1
Administration				
Bylaw Services	2,238.6	1,460.5	2,485.2	1,624.5
Emergency Preparedness	43.6	43.6	31.6	31.6
Human Resources	1,243.5	1,243.5	1,289.0	1,289.0
Legal Services	2,005.6	1,912.9	2,044.6	1,994.6
Legislative Services	1,112.1	1,002.4	1,157.6	1,100.8
Elections	120.5	120.5	120.5	120.5
Project Management Office & Business Transformation	497.6	356.6	524.8	383.8
Net Budget	7,620.4	6,498.9	8,024.5	6,915.9
Budget Change			404.0	417.0
2025 Outlook			8,069.2	6,920.5
Change to Outlook			(44.7)	(4.6)
Permanent Full-Time Staffing (FTE):				
Opening Staffing			39.0	
New			-	
Total Staffing			39.0	
2025 Outlook			41.0	
Change to Outlook			(2.0)	

Corporate Services divisions

The department has five divisions each under the leadership of a functional Manager who reports to the Director. These divisions are:

Bylaw Services (includes Animal Services)

Bylaw Services promotes healthy, safe, and harmonious communities through education, investigation and resolution of bylaw-related matters. Bylaw Services is directly responsible for property standards, business licensing, short-term rentals, clean communities, parking control, noise and animal control bylaws. Bylaw Services also conducts pool enclosure inspections and

issues business licences and temporary sign permits. Bylaw Services provides enforcement support to other divisions as requested such as enforcing tree removal, fouling of roads and other matters. Bylaw Services is leading a shared services program providing Animal Services to Aurora, Georgina, and East Gwillimbury.

Human Resources

Human Resources develops and implements support programs and services that align to organizational goals and add value to the corporation's greatest asset – its people. Services include human resources policies and programs, benefits, pension and compensation, labour relations and collective bargaining, learning and organizational development, recruitment, health and wellness, occupational health and safety and accommodation of employees in the workplace. Human Resources partners with client departments to provide advice, consultations and support to front line staff and leaders to enhance operational performance and mitigate risk.

Legal Services

Legal Services provides a full range of services to Council, the Executive Leadership Team and internal departments, including providing legal advice, interpretations and opinions on matters related to procurement, planning and development, real estate, construction, bylaw enforcement and general municipal law. Legal Services is also responsible for reviewing agreements and bylaws, risk management and handling litigation, insurance claims and tribunal matters.

Legislative Services (includes elections)

Legislative Services provides key administrative support services to Council and its committees, many of which duties are statutory in nature as prescribed by the *Municipal Act, 2001* and other legislation. Legislative Services is also responsible for municipal elections, corporate records management, the Town's Corporate Policy Program and Freedom of Information requests under the *Municipal Freedom of Information and Protection of Privacy Act*.

Project Management Office (PMO) and Business Transformation

The PMO and Business Transformation team delivers value and supports the corporation with a client-centric approach. It continuously seeks innovative methods to improve business operations and spearhead strategic initiatives and special projects that positively influence the entire organization, enhancing the municipality's reputation nationally and internationally. The key focus areas include emergency management, the Excellence Canada national quality certification program, the Objectives and Key Results (OKR) performance framework, emerging technology adoption, advancing strategic partnerships, accessibility and the ongoing optimization of the Project Management Office.

2025 accomplishments

- First municipality to achieve *Excellence Canada Certification* at the prestigious Platinum level for Organizational Excellence.
- Kicked off preparations for the 2026 Municipal Election including appointing an Elections Coordinator and confirming the use of internet voting combined with a traditional paper ballot as the methods of voting for next year's election.
- Successfully recruited and appointed citizen members to the Town's advisory committees and local boards. This includes an orientation package and session for all new members.
- Published 32 corporate policies on the Town's website to enhance transparency and provide residents with clear information about municipal operations and decision-making processes.
- Implemented the Facility User Insurance Program that provides a simple and an accessible means for permit holders to secure proper insurance coverage for the permitting of any Town facility, without impacting the Town's insurance policy.
- Updated procurement documentation to reflect revised procurement thresholds and address international tariff implications, while also facilitating insurance certificate training for procurement staff to support the implementation of these changes.
- Enhanced employee engagement by implementing a new peer-to-peer recognition program, fostering a culture of timely appreciation.
- Digitized the candidate onboarding process, creating a more seamless experience for new hires and hiring managers.
- Increased access to professional development by creating a centralized Learning Catalogue, empowering staff and people leaders to pursue new skills.
- Hosted a series of speaker events to educate staff on diverse topics, including Black History Month, International Women's Day, Red Dress Day, and Canadian Jewish Heritage Month.

Aurora is the first municipality to achieve *Excellence Canada Certification* at the prestigious Platinum level for Organizational Excellence

The Town of Aurora is proud to announce it has been awarded Platinum certification from Excellence Canada, the highest level of recognition offered by the national authority on quality and healthy workplaces.

This prestigious milestone places the Town of Aurora among a select group of organizations across the country that are setting the bar for service excellence, continuous improvement, and building a thriving workplace culture.

Specifically, the Town achieved Platinum under the Organizational Excellence Standard (OES), a comprehensive framework that measures leadership, planning, customer experience, people engagement, and process innovation. The Town is the first municipality to ever achieve OES Platinum.

- Implemented an updated and streamlined accident and incident reporting system for the Aurora Town Square properties.
- Updated the governance documents and minute book of the Aurora Economic Development Corporation to ensure legal compliance with the new *Not-for-Profit Corporations Act* legislation.
- Removed 900GB of duplicates and aged content from the Town's network drive optimizing digital storage capacity and reducing ongoing data storage expenditures.
- Successfully responded to a 75 percent increase in Freedom of Information requests within the legislated timeframe.
- Collaborated with York University in the development of an advanced machine learning model to optimize snow-clearing operations.

Corporate Services supports the implementation of the Strategic Plan and other key plans

Corporate Services supports the delivery of objectives under the community pillar in the Strategic Plan and in particular the goal to support an exceptional quality of life for all:

- **Improve transportation, mobility and connectivity and invest in sustainable infrastructure** by continuing to implement the Multi-Year Accessibility Plan to make transportation (including Vehicles for Hire) as well as facilities, parks and trails more accessible and barrier-free.
- **Strengthening the fabric of our community** by continuing to partner with other municipalities to provide Animal Services, including wildlife removal services and by continuing to partner with the N6 to provide training and development programs to staff at all levels.

Corporate Strategic Plan

The Corporate Strategic Plan was developed through a collaborative effort with the leadership team. It further supports Council's goals and the Strategic Plan with the establishment of nine focus areas, being:

- Building a safe and healthy community
- Providing a great citizen experience
- Supporting a growing economy
- Practising good governance
- Creating a connected community
- Managing taxpayer dollars efficiently
- Protecting the environment
- Investing in our people
- Living our values

Multi-year Accessibility Plan 2022-2026

The Town of Aurora is dedicated to the continuous improvement of accessibility within the community, and achieving the goals set by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). The development of the Town of Aurora's Multi-Year Accessibility Plan 2022 – 2026 illustrates how the Town will be implementing the legislative requirements of the AODA, and beyond, by identifying, removing, and preventing barriers for residents, employees, and visitors.

Business Continuity Plan

The Business Continuity Plan ensures the stability and resilience of the corporation in the face of unexpected disruptions. The Plan aims to proactively prepare for and respond to disruptions in operations or unforeseen events, creating a resilient organization and enhancing the capacity to maintain essential services and operations.

People Plan

The People Plan sets the vision, mission, values and goals of the Human Resources (HR) division and creates clarity and direction on the priorities for the next four years to support the achievement of the Corporate Strategic Plan. HR programs and services are designed to align to organizational goals and add value to the corporation's greatest assets being its people. The HR Plan identifies initiatives that focus on investing in, attracting and retaining talent.

Diversity Equity and Inclusion (DEI) Strategic Action Plan

The implementation of the DEI Strategic Action Plan is vital to the success of the corporation as it empowers people from a diverse set of backgrounds, perspectives, and experiences to bring innovative solutions to improve how services are delivered. Continuing to build an inclusive environment through formal goal setting as described in the plan will foster a culture that exemplifies teamwork, embraces innovation and values diversity, equity, and inclusion to achieve not only organizational excellence but benefits to the community as a whole.

Objectives and Key Results (OKRs)

Corporate Service is leading the development of OKRs for the Town. These will evolve over time as they are refined. OKRs to ensure that the right things are being measured to track the goals in the Strategic Plan. The following OKRs are specific to the Corporate Services department.

Strategic Objective: Provide a great citizen experience

FOI Response Times	Status: 98% of FOI's responded to within the legislated timeframe
Ensure that 90% of FOI responses are provided within the legislated timelines.	
Agenda and Minutes delivery	Status: 95% of agendas provided before the Procedure bylaw deadline
Ensure that agendas and minutes delivery meet or exceed the timelines provided in the Procedure Bylaw	

Strategic Objective: Practice good governance

Ignite organizational excellence through a transparent, aligned, and outcome-driven corporate performance program	Status: On track
Measuring the adoption of OKR Methodology and technology across all departments.	
Accomplish Excellence Canada Platinum Certification	Status: Completed
Completing National Quality Standard Certification at the Platinum level	

Strategic Objective: Invest in our people

Increase the level of Professional Expertise across the Town	Status: On track
Deployment of Project Management Training & Accessibility Training	
Provide mental health training and de-escalation training to staff.	Status: Completed
Revitalization of the Town's Rewards & Recognition Program	

Corporate Services

SNAPSHOT



 **1,649** 

service requests for
Animal Services in
Georgina

 **2,118** 

service requests for
Animal Services in
Aurora

 **4,705** 

parking tickets issued

 **\$50,015.41**
pet licenses revenue

1,421 

service requests for
By-law Services

\$29,184.00
worth of non-parking
penalty notices issued

 **21,000**
electronic records
added to Laserfiche

25%
reduction in boxes
stored offsite

31 staff completed the
University of Waterloo
Project Management training

900 gigabytes of duplicates and
aged content permanently
eliminated (T:\)

85% 
of Multi-Year Accessibility
Plan initiatives advanced

2500 records converted for
easy printing and
downloading

55 
Committee of the Whole,
Council and Advisory
Committee meetings
supported by Legislative
Services

90km of trails mapped
and assessed

 **152** 
positions filled

 **54.1%**
Town of Aurora
female employees

41 FOIs received

 **92.9%**
average of the town's
employee retention
rate

 **685** 
total number of Town
of Aurora employees,
full-time and part-time

86% completion of DEI
Strategic Plan

 **1.68** 
per 100/FTE (full-time
equivalents) **lost time
injury rate

FROM JANUARY 1 TO JULY 31, 2025
**BELOW INDUSTRY AVERAGE OF 2.20

Operating Budget

Overview

The operating budget for the Corporate Services includes an increase of \$417,000 on the tax levy in 2026. The main drivers of the base inflationary pressures increase includes salaries and benefits of existing staff, reduced legal services revenues for planning applications and removal of safe recovery funding for Policy Coordination. This pressure is partially offset by savings from telephone services relating to emergency preparedness, increased short term Bylaw rental revenues, grant funding, and East Gwillimbury joining the Animal Services partnership.

Operating financial summary

\$000's	Net Actual Results		2025	2025	2026
	2023	2024	Net Fcst*	Budget	Budget
Expenditures	7,120.2	7,278.5	7,360.4	7,620.4	8,024.5
Non-Tax Revenues	(926.8)	(923.1)	(1,213.1)	(1,121.6)	(1,108.6)
Net Tax Levy	6,193.4	6,355.4	6,147.3	6,498.9	6,915.9
% Tax Funded	87%	87%	84%	85%	86%
Net Budget Change	\$	162.0	(208.1)	351.6	417.0
	%	2.6%	(3.3%)	5.7%	6.4%

*Net forecast as of August 31, 2025

Changes to the multi-year budget

The Corporate Services budget compared to the outlook presented in the 2025 Budget is lower in 2026. In 2026, most of the savings are resulting from removal the two new positions proposed for 2026 in last year's budget including the Bylaw officer and Project Management Coordinator positions. Additional savings include the emergency preparedness telephone services. These savings are partially offset by increase in salaries and benefits for existing staff and reduced Legal services revenue for planning applications.

Budget change summary

	2026	
	FTE	\$000's
Starting Budget	39	6,498.9
Base		
Salaries & Benefits including COLA, step increases, gapping and other approved staffing actions	395.6	
Safe recovery funding for Policy Coordinator	52.9	
Legal Service revenue reduction for planning applications	42.7	
Emergency preparedness telephone services savings	(12.0)	
Animal shelter contract	8.9	
Bylaw short term rentals revenue	(35.0)	
Bylaw radio fees, CPR certifications and training	16.8	
Mobile phone contract savings	(1.0)	
Other minor adjustments/savings	(4.7)	
	464.2	
Maintaining Service Levels for Growth		
East Gwillimbury joining Animal Services partnership	(47.2)	
	(47.2)	
Budget Change	417.0	
Total Budget	39	6,915.9

Multi-year operating budget priorities

The multi-year operating budget for Corporate Services will focus on preparations for the 2026 municipal and school board elections and continues to focus on modernization to meet internal and external needs by advancing services with Microsoft Dynamics CRM, the maturation of the Emergency Management Program, and talent management to ensure the corporation is able to attract and retain a skilled, high performing and diverse workforce. All initiatives are presented with the objective of ensuring the Town is equipped to deliver exceptional services that make people proud to call Aurora home.

Corporate Services Department priorities 2026 include:

Preparations for the 2026 municipal and school board elections are well underway

The next municipal and school board election takes place on Monday, October 26, 2026. Earlier in 2025, Council confirmed that internet voting will be used for a third consecutive election, in conjunction with a traditional paper ballot counted by vote tabulator. Further preparations, including the hiring of an Election Coordinator and the procurement of vendors for internet voting as well as tabulator rental and results tabulation have been completed or are nearing their final stages. The successful administration of the 2026 municipal and school board

election is a significant priority for the corporation, and a substantial portion of Clerks' staff time will be dedicated to ensuring a fair and equitable election.

Advancing Resident-Centric Services with Microsoft Dynamics Customer Relationship Management (CRM)

The Microsoft Dynamics CRM project strengthens the Town's commitment to delivering exceptional customer-focused services, ensuring the corporation remains innovative and provides solutions that meet the needs of the community all the while providing modern tools to Town staff. This priority focuses on enhancing customer engagement, streamlining service delivery, and enabling proactive solutions. The CRM project will equip Council with insights through advanced reporting and analytics to guide strategic decisions, empower staff with improved automated workflows and Copilot AI for greater productivity, and enable residents to interact with the Town in innovative ways, ensuring their concerns and requests are addressed more efficiently and quickly.

Budget change to outlook

	2026	
	FTE	\$000's
2025 Budget Outlook	41	6,920.5
Budget Changes to Outlook		
Salaries and benefits adjustments		94.5
Removal of proposed Bylaw Officer for 2026	(1)	(31.9)
Removal of proposed Project Management Coordinator for 2026	(1)	(53.9)
Legal Service revenue reduction for planning applications		44.5
Remove 2026 increase to elections reserve contribution		(20.0)
Emergency preparedness telephone services savings		(3.8)
Bylaw short term rentals revenue		(35.0)
Bylaw radio fees, CPR certifications and training		13.4
Legal Services external legal services savings		(6.7)
Mobile phone contract savings		(1.0)
Other minor adjustments/savings		(4.7)
Budget Change to Outlook	(2)	(4.6)
Total Budget	39	6,915.9

Advancing Resident Safety and Resilience through Emergency Management

Maturing the existing Emergency Management program strengthens the Town's commitment to ensuring community safety and organizational preparedness in the event of an emergency, and ensuring the corporation remains proactive and delivers solutions that meet the needs of the community while equipping Town staff with modern tools. This priority focuses on enhancing crisis preparedness, streamlining response coordination, and strengthening resilience.

Talent management ensures that the Corporation is able to attract and retain, a skilled, high performing and diverse workforce

Investing in our workforce continues to be a key strategic priority. Our human capital is one of our largest assets, and a positive employee experience is critical for achieving business objectives. By focusing on initiatives that support employee engagement, we can directly improve productivity, enhance customer experience, and drive organizational excellence. Key priorities include fostering continuous learning and development for all employees, advancing Health, Safety, and Wellness initiatives, and continuing the execution of the People Plan through 2026.

Capital Budget

Overview

Corporate Services plans to spend \$391,000 in 2026 on capital projects of the total \$2.6 million in Capital Budget Authority. This includes \$1.7 million for asset management projects, \$520,000 for growth and new projects and \$383,200 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	1,632.9	1,652.9	20.0	1,496.2	18.1	45.6	93.0
Growth & New	470.0	520.0	50.0	184.6	135.4	200.0	-
Studies & Other	283.2	383.2	100.0	173.5	43.8	145.5	20.4
Adopted Budget	2,386.1	2,556.1	170.0	1,854.3	197.3	391.0	113.4

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

The 2026 Capital Budget includes an artificial intelligence enhanced procurement co-pilot project. Microsoft Co-Pilot will provide real-time support by offering contextual suggestions, automating repetitive tasks, and ensuring compliance with procurement standards. It will streamline workflows by generating draft documents and will empower staff to focus on strategic decision-making, enhancing efficiency and effectiveness across the Town's procurement operations. Further details of this project are included later in this chapter as part of the detail capital sheet.

The 2026 Capital Budget also includes a capital project for sourcing a consultant for Multi-Year Accessibility Plan for the Town. The project involves engaging a qualified consultant to support the development of the Town of Aurora's next Multi-Year Accessibility Plan, covering the period 2027–2030. The plan is a legislated requirement under the Accessibility for Ontarians with Disabilities Act (AODA) and outlines the Town's strategy to prevent and remove barriers for people with disabilities.

Lastly, the 2026 Capital Budget also includes a capital project to replace existing remote computing technology in Bylaw and Animal Services vehicles to ensure continued service delivery and compatibility and mobile workspaces. Examples of the technology include keyboards, computer mounts and wireless Internet systems (modems and antennas). Further details of this project are included in this chapter as part of the detail capital sheet.

10-year capital plan

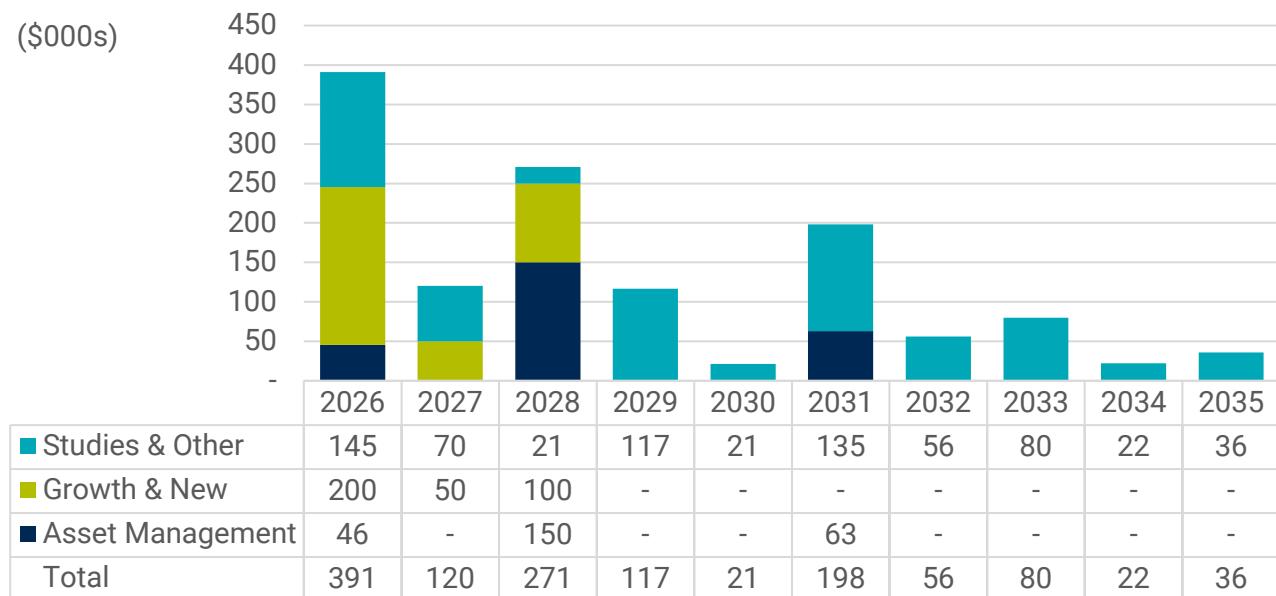
The 10-year capital plan includes \$1.3 million in capital projects. The 10-year plan will invest \$704,000 in Studies and Other projects. This represents 54 percent of the 10-year plan. Most of the 2026 planned spending is for the implementation of the procurement Co-Pilot project and

for the sourcing of the consultant for the Town of Aurora's next Multi-Year Accessibility Plan, covering the period 2027–2030.

Key capital initiatives

The capital plan for Corporate Services supports asset management, growth and the implementation of studies developed in previous years. The 2026 budget includes the following key projects to support these initiatives:

10-year capital plan



Implementation of the Corporate Risk Management Program

A Corporate Risk Management program is necessary to reduce liability and minimize risk. Building corporate awareness and consistency is key for success as everyone in the organization is a risk manager. The process of developing a Risk Management Policy has been in progress and the initial stages of implementation of the policy, once approved by Council, is expected to occur in 2026.

Continuation of Accessibility Assessments on Town Assets

As we move into 2026, our partnership with AccessNow will continue with accessibility assessments across the Town. Building on the completed work of mapping Town facilities, trails, and parks, the focus in 2026 will be to continue to verify and update accessibility information to ensure accuracy and reflect recent improvements on our parks, new and retrofit trails and renovated facilities. These efforts will provide residents and visitors with the most up-to-date, reliable accessibility details, empowering people of all abilities to confidently enjoy Aurora's spaces. This initiative reinforces the Town's ongoing commitment to inclusivity and accessibility, ensuring that every resident has equitable access to recreational opportunities and continues to feel proud to call Aurora home.

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

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Reason for budget change
9-18	AM0438: Bylaw Vehicle Tablet Docking Station Replacements	New Capital	New capital project

Growth and New Projects

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Reason for budget change
9-19	GN0185: Co-Pilot Procurement	New Capital	New capital project

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
9-21	SO0090: MYAP Consultant	100.0	-	100.0	New capital project

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)
Corporate Services		
AM0001: Accessibility Plan	Active Project – No Change	
AM0004: HR Info/Payroll System	Active Project – No Change	
Total Asset Management	1,632.9	

Growth and New Projects

(in 000's)

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
Corporate Services		
GN0111: AMPS Implementation	Active Project – No Change	
GN0025: Bylaw Radios	Active Project – No Change	
GN0152: Facilities & Trails Accessibility Assessment	Active Project – No Change	
GN0169: Parks Accessibility Assessment	Active Project – No Change	
Total Growth and New	470.0	

Studies and Other Projects

(in 000's)

Project	Adopted Capital Budget Authority	Previously Adopted Budget	Adopted Budget Change	Reason for budget decrease (if applicable)
S00006: Emergency Response Plan Update	183.2	183.2	-	
S00012: Risk Management	70.0	70.0	-	
S00052: Job Hazard Assessment	30.0	30.0	-	
Total Studies and Other	283.2	283.2	-	

Project: AM0438: BYLAW VEHICLE TABLET DOCKING STATION REPLACEMENTS

Estimate Start Date: 2026-05

Estimated End Date: 2027-05

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

This project is to replace existing remote computing technology in Bylaw and Animal Services vehicles to ensure continued service delivery and compatibility. Examples of said technology include keyboards, computer mounts and wireless Internet systems (modems and antennas).

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

Approval of this project will ensure that Bylaw and Animal Services Officers continue to have access to reliable equipment for access to investigation files and enforcement records while working in the field. This project will continue to support the efficient delivery of Bylaw and Animal Services in the community, provide real time information on service requests, officer safety, and ensure that the division can continue to deliver a high level of service. Additionally, due to the recent replacement of Officers' computers resulting from evergreening, in-vehicle equipment requires updates to remain operational and compatible.

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

As part of the divisions commitment to finding ongoing operational efficiencies, while enhancing service delivery, it was identified that by reducing the number of cellular data plans to a per vehicle model, as opposed to a per Officer model, the division can save approximately \$4,320.00 annually. With this change, it also becomes important to ensure that all vehicles have updated and operational mobile computing equipment. The approval of this project benefits members of the Town, community, and the Bylaw Services Division by ensuring continued in-field service delivery, with appropriate equipment that provides real time information to Officers.

Impact of not approving or delaying the project

Should this project not be approved, Officers will have a significantly reduced ability to continue delivering effective services to the residents of Aurora.

Impact this project has on climate change

This project does not have any impacts on climate change.

Growth and New detailed capital project sheets

Project: GN0185: CO-PILOT PROCUREMENT

Estimate Start Date: 2026-08

Estimated End Date 2027-02

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

The SO-F-0081: AI-Enhanced Procurement Co-Pilot Initiative project introduces an AI-powered procurement Co-Pilot system designed to serve as an intelligent virtual assistant for Town staff, enhancing the procurement document creation process. The co-pilot will provide real-time support by offering contextual suggestions, automating repetitive tasks, and ensuring compliance with procurement standards. It will streamline workflows by generating draft documents, identifying optimal language, and flagging potential errors or inconsistencies. The system aims to significantly reduce drafting and development times, accelerate time-to-market, and elevate the overall quality and uniformity of procurement documents.

Performance will be measured by the successful deployment of the co-pilot, user adoption rates, and a decrease in procurement cycle times. By acting as a collaborative partner, the co-pilot will empower staff to focus on strategic decision-making, enhancing efficiency and effectiveness across the Town's procurement operations.

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

The SO-F-0081: AI-Powered Procurement Co-Pilot Initiative project should be approved because it will enhance the Town's procurement processes by integrating an AI-driven virtual assistant. This system will build on the existing strengths of the procurement team, streamlining document creation specifically targeting drafting to improve efficiency, consistency, and quality. The co-pilot will accelerate procurement cycles, enabling faster acquisition of goods and services while supporting staff during high-demand periods. By optimizing resources and embracing innovative technology, the Town will continue to solidify its position as a progressive municipal leader, delivering enhanced value to residents. Performance metrics will ensure successful implementation and measurable reductions in procurement cycle times.

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

The AI-Powered Procurement Co-Pilot Initiative will deliver transformative benefits to the Town's operations and community, enhancing efficiency, financial performance, and innovation.

- **Community Impact:** Accelerated procurement document development will expedite market-ready procurements, ensuring faster acquisition of essential goods and services. This will enhance community services, such as timely infrastructure projects, public programs and consultations, directly improving residents' quality of life.
- **Financial Impact:** The co-pilot will reduce administrative work and rework, improve accuracy of procurement documents and decrease the amount of operating time invested into procurement document development resulting in operating savings.
- **Internal Performance:** By automating key steps in the drafting processes and identified repetitive tasks, the system will free staff to focus on higher order work boosting productivity and operational agility. This will strengthen the procurement team's ability to handle seasonal peak demands and improve satisfaction with client departments.
- **Learning and Development:** Staff will gain expertise in AI-driven tools, fostering a culture of innovation and adaptability. This upskilling will empower employees to leverage cutting-edge technology, positioning the Town as a municipal leader in modern governance.

These benefits collectively enhance the Town's operational excellence, financial stewardship, and community service, ensuring a forward-thinking procurement approach.

Impact of not approving or delaying the project

Choosing not to approve or delaying the AI-Powered Procurement Co-Pilot Initiative will hinder the Town's ability to enhance its procurement processes, missing opportunities to elevate efficiency and service delivery. Without the co-pilot, the Town will forgo faster procurement cycles, delaying the delivery of goods and services that support community programs and infrastructure, ultimately impacting residents' quality of life. The absence of streamlined automation will limit staff capacity to focus on strategic priorities, slowing operational progress during peak demand periods. Additionally, the Town will miss potential cost savings from optimized reduced administrative effort, placing unnecessary pressure on budgets and staff. Delaying adoption of this innovative technology will also postpone staff upskilling in AI tools, hindering the Town's growth as a forward-thinking municipal leader. These missed benefits will delay measurable improvements in procurement performance and community outcomes.

Impact this project has on climate change

This project aligns with the Town of Aurora's Community Energy Plan (approved 2020), targeting an 80 percent reduction in greenhouse gas (GHG) emissions from 2018 levels by 2050. The procurement co-pilot is expected to be hosted on Microsoft Azure infrastructure, leveraging Microsoft's sustainability commitments, including 100 percent renewable energy for its data centers by 2025 and carbon negativity by 2030.

Studies and Other detailed capital project sheets

Project: S00090: MYAP CONSULTANT

Estimated start date: 2026-Q1 End date: 2026-Q4

(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+
Project Expenditures:								
Consulting	-	100.0	100.0	-	-	100.0	-	-
Total	-	100.0	100.0	-	-	100.0	-	-
Project Funding:								
Studies & Other	-	100.0	100.0	-	-	100.0	-	-
Total	-	100.0	100.0	-	-	100.0	-	-

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

This project involves engaging a qualified consultant to support the development of the Town of Aurora's next Multi-Year Accessibility Plan (M.Y.A.P.), covering the period 2027–2030. The M.Y.A.P. is a legislated requirement under the Accessibility for Ontarians with Disabilities Act (A.O.D.A.) and outlines the Town's strategy to prevent and remove barriers for people with disabilities.

Key goals and objectives include:

- Conducting a comprehensive review of the 2022–2026 MYAP, including performance tracking and feedback integration.
- Consulting with internal departments, the Accessibility Advisory Committee (A.A.C.), and the public.
- Aligning with evolving provincial legislation and leading practices in universal design and accessibility.
- Developing measurable objectives using an O.K.R. framework (Objectives and Key Results).
- Creating a final M.Y.A.P. document that is accessible, actionable, and aligns with the Strategic Plan.

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

The M.Y.A.P. is a legislated obligation under A.O.D.A. Approval of this project ensures the Town remains compliant and continues to demonstrate leadership in accessibility. This new M.Y.A.P. will align with the next term of Council.

A consultant brings specialized knowledge in accessibility, universal design, and public engagement, helping to:

- Maintain and elevate service levels for all residents, including seniors, families, and people with disabilities.
- Identify and proactively remove barriers across municipal programs, services, communications, facilities, and public spaces.
- Strengthen cross-departmental accountability and long-term strategic alignment

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

Community Benefits:

- Promotes equity and inclusion by making Town services and spaces more accessible to residents of all abilities.
- Enhances resident satisfaction and trust in municipal leadership.
- Encourages civic participation by people with disabilities.

Town Operational Benefits:

- Supports risk mitigation by ensuring compliance with A.O.D.A. and the Ontario Human Rights Code.
- Enhances staff awareness and capabilities through consultant-led engagement and training sessions.
- Improves long-term planning and budgeting by identifying accessibility priorities across facilities, infrastructure, and services.
- Enables cross-departmental learning and the embedding of accessibility into everyday municipal operations.

Impact of not approving or delaying the project

- Non-compliance with A.O.D.A. and potential legal or reputational risks.
- Loss of momentum in accessibility progress achieved through the current M.Y.A.P.
- May result in resident complaints and the ability to deliver exceptional customer service.
- Missed opportunity to leverage the Town's accessibility leadership regionally and provincially.

Impact this project has on climate change

While the direct climate change impact is minimal, an updated M.Y.A.P. can incorporate accessibility enhancements that support sustainable transportation and green building design (e.g., accessible E.V charging stations, barrier-free trails, and mobility charging stations).

Additionally, by creating more inclusive public spaces, the M.Y.A.P. encourages walking and wheeling, reducing reliance on personal vehicles and aligning with broader climate action strategies.

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

Advancing Resident Safety and Resilience through Emergency Management

Maturing the existing Emergency Management program will strengthen the Town's commitment to ensuring community safety and organizational preparedness in the event of an emergency, and ensuring the corporation remains proactive and delivers solutions that meet the needs of the community while equipping Town staff with modern tools. This priority focuses on enhancing crisis preparedness, streamlining response coordination, and strengthening resilience.

Corporate review of security and protective services

Bylaw Services, in collaboration with other Town Divisions is leading a review of the Town's approach to corporate security. This is expected to occur throughout the next three to five years and will include the development and implementation of new policies, procedures, and best practices.

Enhancement of Employee Recognition

Fostering a positive and engaging workplace culture is a vital component of attracting, retaining, and motivating staff, the Human Resources (HR) team has modernized the Employee Recognition Program to reinforce the Town's commitment to valuing and celebrating contributions across the organization. The enhanced program introduces a peer-to-peer recognition model that enables timely and meaningful acknowledgment of employee contributions, while reinforcing the Town's values and fostering a culture of appreciation across the organization.

To mark the launch of the updated program, HR hosted the Town's inaugural Employee Recognition Week, a multi-day celebration featuring a town hall, keynote speaker, wellness-focused lunch & learn sessions, a mobile coffee cart break, a United Way raffle, and a staff appreciation luncheon. These events were designed to celebrate the dedication of our workforce and strengthen employee engagement.

Completed objectives

Implementation of the Human Resources Plan

In alignment with the Town's commitment to organizational excellence, the Human Resources Plan has been rebranded and launched as the Town's People Plan. This strategic framework is built around four core pillars: Learning & Growth, Attraction & Retention, Healthy Workplace,

and Service Excellence. The People Plan positions Human Resources to deliver innovative, people-centered solutions that drive organizational performance, foster a culture of inclusion, and support the continuous growth and development of the workforce. The plan will continue to ensure that HR is strategically aligned to meet evolving organizational needs while enhancing employee engagement and service delivery.

Implementation of Administrative Monetary Penalty System (AMPS) for Town By-laws

Bylaw and Legal Services completed the implementation of the AMPS program for non-parking bylaws. The completion of this project means that all applicable Town By-laws are now adjudicated in house with a consideration of local concerns and priorities at screenings and hearings.

Excellence Canada – Plan for Platinum

The Town of Aurora has completed and obtained the prestigious platinum level certification for Organizational Excellence through Excellence Canada. The Town of Aurora is the first municipality to accomplish this organizational milestone and is recognized as one of the best managed organizations in the country.

A strong policy program forms the foundation of commitment to good governance

The Corporate Policy Program establishes the framework for the development, approval and maintenance of all policies ensuring corporate accountability and transparency. Major gains in this area were made in 2023, including migrating all policies to a modern, standardized and accessible template and working with all directors and managers to update policies, or create a schedule for when policies will be updated at a future date. A Policy Advisor position was approved by Council for 2024, and an individual has been appointed to this position who will ensure a consistent approach when creating newly required policies and existing policies are updated and maintained in accordance with the Corporate Policy Program and provincial legislation.

Though the policy program is considered a completed Corporate Services project, staff see it is a 'living' program that will always be improved upon when possible. Investments in this area by Council have taken corporate policies from an organizational risk to an organizational strength.

Objectives in progress

Implementation of the Risk Management Policy

Following approval of the policy, implementation of the Risk Management Program will commence. The Town retained a consultant who has held educational sessions and is working with staff on next steps of the process.

Development of a corporate innovation platform

The Project Management Office/Business Transformations office continues to explore options for the creation of an innovation platform for the Town. The Innovation platform will create the space for Town staff and partners to contribute to a culture of excellence and exceptional customer service delivery.

Turning Survey Results into Action for Engagement

Building on the insights from the 2024 Employee Engagement Survey, the Town continues to implement key findings by focusing on top drivers of engagement, actionable takeaways, and quick wins that support a highly engaged workforce.

The HR team has been actively involved with the Executive Leadership Team, along with Departments and Divisions, to facilitate ongoing discussions around action planning. These efforts will ensure that engagement strategies are implemented effectively and that progress is consistently monitored, reinforcing the Town's commitment to a culture of responsiveness and continuous improvement.

In 2025, as part of the continued response to the 2024 Employee Engagement Survey, HR facilitated two targeted pulse surveys. An all-staff survey on employee recognition which informed the design and launch of the Town's new Employee Recognition Program, ensuring it reflected the values and preferences of the workforce.

Continue maturity of Project Management Office (PMO)

The town will further enhance the Project Management Office's maturity by advancing the project management methodology and framework to align with industry best practices.

The Project Management Office is currently developing initiatives including tools and templates and is offering training throughout the Corporation to enhance project management expertise, with the objective of increasing the number of staff who attain the Project Management Professional designation and related certifications. The PMO is also working on key reports, deploying new technology, developing capacity modelling and supporting business transformation across the corporation.

Continue to implement additional features in the Human Resources Information System (HRIS)

The HR team continues to advance the digitization of key HR functions to enhance operational efficiency and improve service delivery to client departments and employees. In 2025, the team initiated the implementation of a new Learning Management System (LMS), with full deployment scheduled for early 2026. This platform will be designed to strengthen learning outcomes across the organization and expand access to professional development opportunities for all staff. HR will continue to explore additional functionalities within the Human Resources Information System (HRIS) to streamline processes such as performance

management and succession planning, further supporting organizational growth and talent development.

Implementation of the Diversity, Equity and Inclusion Strategic Action Plan

The multi-year Diversity, Equity and Inclusion Strategic Plan has been developed, and a project team has been established to ensure actions are taken to meet the eight objectives identified in the plan over the next several years.

Investing in People: Driving Excellence through Learning & Development

Investing in our people is a strategic priority that supports talent retention and strengthens organizational capability. The HR team has developed a comprehensive Learning & Development Catalogue, designed to align with the Town's Roadmap to Learning Strategy, Leadership Competencies, and Core Values.

This resource enables targeted professional growth, cultivates leadership excellence, and promotes a culture of continuous learning across all departments. By fostering skill enhancement and career development, we reinforce our commitment to building a resilient, high-performing workforce.

Abandoned objectives

None.