



■ COMMUNITY SERVICES

As adopted December 7, 2025

Community Services

The Community Services department is committed to providing Aurora residents with access to high-quality facilities and programs that support healthy, active lifestyles. We oversee facilities, recreation, sports, fitness, cultural, heritage, and social programs with the goal of fostering broad community participation. Our work balances delivering exceptional customer service and activities for today's residents while also planning for future growth and the development of new facilities.

Net budget by division

	2025 Budget		2026 Budget	
	Gross	Net	Gross	Net
Budget (\$000's)				
Director's Office	408.1	408.1	420.3	420.3
Access Aurora	856.7	789.9	952.5	883.6
Business Support Services	2,478.9	(182.8)	2,634.4	(176.5)
Cultural Services	2,295.0	1,616.3	2,541.1	1,630.1
Facilities Management	9,640.0	7,543.3	9,814.4	7,637.3
Recreation Services	6,830.3	3,178.0	7,471.6	3,215.4
Net Budget	22,509.0	13,352.9	23,834.2	13,610.2
Budget Change			1,325.2	257.3
2025 Outlook			23,293.8	13,848.4
Change to Outlook			540.4	(238.2)
Permanent Full-Time Staffing (FTE):				
Opening Staffing			80.0	
New			-	
Total Staffing			80.0	
2025 Outlook			81.0	
Change to Outlook			(1.0)	

Community Services divisions

The department has five divisions which report to the Director.

Access Aurora

Access Aurora is the Town's corporate customer care centre and follows a "We Can Help" model. It assists residents via phone, walk-ins, emails and pop-up events. Responsibilities include responding to general enquiries, customer complaint tracking, corporate cashiering, commissioning of documents, marriage licenses and civil ceremonies, burial permits, road closure permits and corporate mail and courier distribution.

Business Support Services

Business Support Services provides business services related to the use of Town facilities including facility rentals, advertising and sponsorship, customer service, program registration, financial services and contract administration.

Cultural Services

Cultural Services includes the Museum and Archives which documents, preserves, and shares Aurora's history through a variety of activities, programs and exhibitions. The Town also facilitates cultural development through the support of community initiatives, implementation of the Cultural Action Plan, Public Art Strategy, and the latest advancement of the Cultural Precinct through the Aurora Town Square project. Cultural Services also shares responsibility for advancing Truth and Reconciliation efforts through participation on the Town's Indigenous Relations Committee.

Facilities Management

Facilities Management is responsible for the day-to-day operations, maintenance and rehabilitation of current facilities through asset management and capital forecasting.

Recreation Services

Recreation Services offers a wide-range of activities, events and programs for residents of all ages and abilities. Services include programs for preschool, children, summer camps, adults and older adults in the areas of fitness, aquatics, social activities, sport, leadership development, drop in programs, skill development and much more. Recreation Services also includes the production of several annual and one time special events and activities.

2025 accomplishments

- Approval of Public Art Strategy and Public Art Policy.
- Successfully increased weddings and related revenue by over 25 percent of annual goal and conducted 53 weddings by end of August.
- Completed nine “Pop Up” Town Halls where Access Aurora took customer service out of Town Hall and in to the community, reaching out to approximately 1,158 residents/visitors for one-on-one engagement.
- Marked Town Square’s first full year of operations with Month of Culture celebrations.
- Organized the Aurora’s first Doors Open event since 2019, which included 20 unique heritage and cultural experiences.
- Delivered over 50 cultural experiences at Town Square, including special events, concerts, film screenings, cultural festivities, museum exhibitions, and more.
- Commemorated the 100th anniversary of the Aurora War Memorial through a series of exhibitions and events.
- Continued restoration work on the Happy Woodland Pet Cemetery through monument relocation, pathway construction and general maintenance.
- In February 2025, the Town obtained occupancy of the SARC Gymnasium and held the Grand Opening on April 5, 2025. Programming and use continue to build.
- Petch House renovations were completed in May 2025, including the addition of lighting, an accessible entrance, new flooring, security system upgrades and new wedding décor.
- Successfully implemented new artificial turf field partnerships with the Aurora Barbarians Rugby Football Club (Sheppard’s Bush new turf field), York Region District School Board (G.W. Williams SS turf field), and St. Anne’s School (Thelma Fielding Park turf field).
- Negotiated agreements and transitioned new operators for the Cafe at Aurora Town Square and the Aurora Armoury.
- Continued to move forward initiatives related to the Parks and Recreation Master Plan and the Sports Field Development Strategy.
- Implemented obligations under the High 5 recreation program quality standards, including staff training, program audits and policy and procedure review.
- Completion and approval of the 2025-2029 Sport Plan update.
- Full implementation of the Community Partnership grant program, funding numerous projects to help community organizations build capacity while assisting the Town in achieving some of the goals in the Corporate Strategic Plan.
- Hosted National Accessibility Week events for the first time including a community zone and try-it events such as wheelchair basketball
- Through a Seniors Community Grant, an Adult Career Training program was developed focusing on aquatic certifications and training for adults and older adults. Five adults

and older adults were hired after completing the certifications and now provide life guarding and instruction during the daytime hours at both pools, filling a large gap previously with staff availability for daytime pool coverage.

- A five-year, \$50,000 per year grant was received through the Seniors Active Living Centres grant to enhance virtual programming for older adults. This allowed CMS to hire staff support and implement other resources to keep older adults engaged and active from their homes.

Stronach Aurora Recreation Complex (SARC) – NEW Gymnasium OPENS

After much anticipation, the new gymnasium at the SARC opened to the public in March 2025. Through consultation with the public and various sports and recreation enthusiasts, the Town designed a new gymnasium to add a multi-functional space to the SARC. The double gymnasium consists of a divisible curtain for added functionality, changerooms, storage, scoreboard and viewing area. This construction project also included the addition of a new program room, universal washroom and renovating the existing customer service area to relocate it to the front entrance of the building.

Since its opening, the gymnasium has been well used by residents and visitors of all ages for activities such as pickleball, volleyball, badminton, basketball, dodgeball, ball hockey and was also the new home base for summer camps this past summer. The addition of the gymnasium to the SARC has proven to be a valuable addition and will serve the community for years to come.

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

Strategic Plan

Community Services supports an exceptional quality of life in Aurora. We ensure that both new and existing facilities are accessible and safe for all residents. The department provides a wide range of programs, activities, and events that promote active and healthy living by encouraging the community to get out, be active, and be social. We also celebrate arts, culture, heritage, sports, diversity, and inclusion by offering and supporting experiences in collaboration with local cultural organizations.

Through the development of the Cultural Precinct—and most notably Aurora Town Square—Community Services advances the goal of building a diverse, creative, and resilient economy by contributing to the revitalization of downtown.

Community Services also plays an active role in environmental stewardship and sustainability by investing in green initiatives and infrastructure. Examples include LED lighting programs, electric vehicle charging stations, high-efficiency facility systems, and building automation systems. Even our recreation programs and events reflect this commitment by applying environmentally conscious practices in materials use, waste disposal, and reducing printed materials.

Parks and Recreation Master Plan

The Parks and Recreation Master Plan evaluates community interest and needs for current and future parks and recreation amenities and facilities. The recommendations help guide decision making for future investment.

Cultural Action Plan

The Cultural Action Plan provides a roadmap for nurturing arts and culture in Aurora over the short to medium term. It includes actions aimed at leveraging local cultural resources, growing the cultural sector, contributing to downtown revitalization, and building community cohesion.

Public Art Strategy

The Public Art Strategy establishes transparent processes for the administration and implementation of public art projects within Aurora's municipal boundaries that foster strong partnerships, embrace diverse perspectives, showcase artistic creativity, and prioritize accessibility.

Community Services also contributes to other key plans including:

- Official Plan
- Asset Management Plan
- Active Transportation Master Plan
- Diversity Equity and Inclusion Strategy
- Economic Development Action Plan
- Museum Plan
- Recreation for Persons with Disabilities Plan
- Sport Plan
- Sports Field Development Strategy

Objective and Key Results (OKRs)

Community Services 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 Strategic Plan.

Strategic Objective: Build a safe and healthy community

FAIR Access program utilization	Status: On Track
The FAIR access program provides a financial subsidy to low-income individuals ensuring that finances are not a barrier to participation in Town recreation and leisure programs.	
Increase accessibility for individuals with disabilities at special events	Status: On Track
It is important that all residents can participate in special events regardless of ability. Programming quiet spaces and times at events and including things like mobi mats on grassy surfaces help to achieve this goal.	

Strategic Objective: Provide a great citizen experience

Increase civil ceremony activity/revenue	Status: On track
Access Aurora has trained additional staff for conducting wedding ceremonies and have been able to accommodate increased demands to deliver this service, including Saturday dates.	
Provide enhanced customer service at Town events (Pop up Town Halls) 2025	Status: On track

Access Aurora has had a presence at various community events including community concerts and Active Living Fair at ASC. This has helped us conduct outreach to over 1,100 people outside of Town Hall taking customer service out to the people.

Public Art	Status: On Track
Introduce one public art project to Aurora by Q2 2027	
Cultural Experiences	Status: On Track
Leverage partnerships with businesses and local organizations to create arts, cultural and heritage Experience Packages by Q3 2026.	
Target fitness membership sales to \$520,000 by Q4/2025	Status: On Track
Club Aurora memberships continue to grow as members find the Club to meet their needs, provide great value and provide a way to stay active year-round.	

Strategic Objective: Create a connected community

Museum Plan and Collection Policy	Status: On Track
Update the Museum Plan and Museum Collection Policy by Q4 2026	

Strategic Objective: Manage taxpayer dollars efficiently

Improve retention rate of advertising clients.	Status: On Track
Improving retention rates helps reduce administrative costs workload related to onboarding new clients.	
Diversify the types of businesses advertising with the Town.	Status: On Track
Ensuring a wider range of business types that advertise with the Town, helps to ensure broader community engagement and program sustainability.	

Strategic Objective: Protect the environment

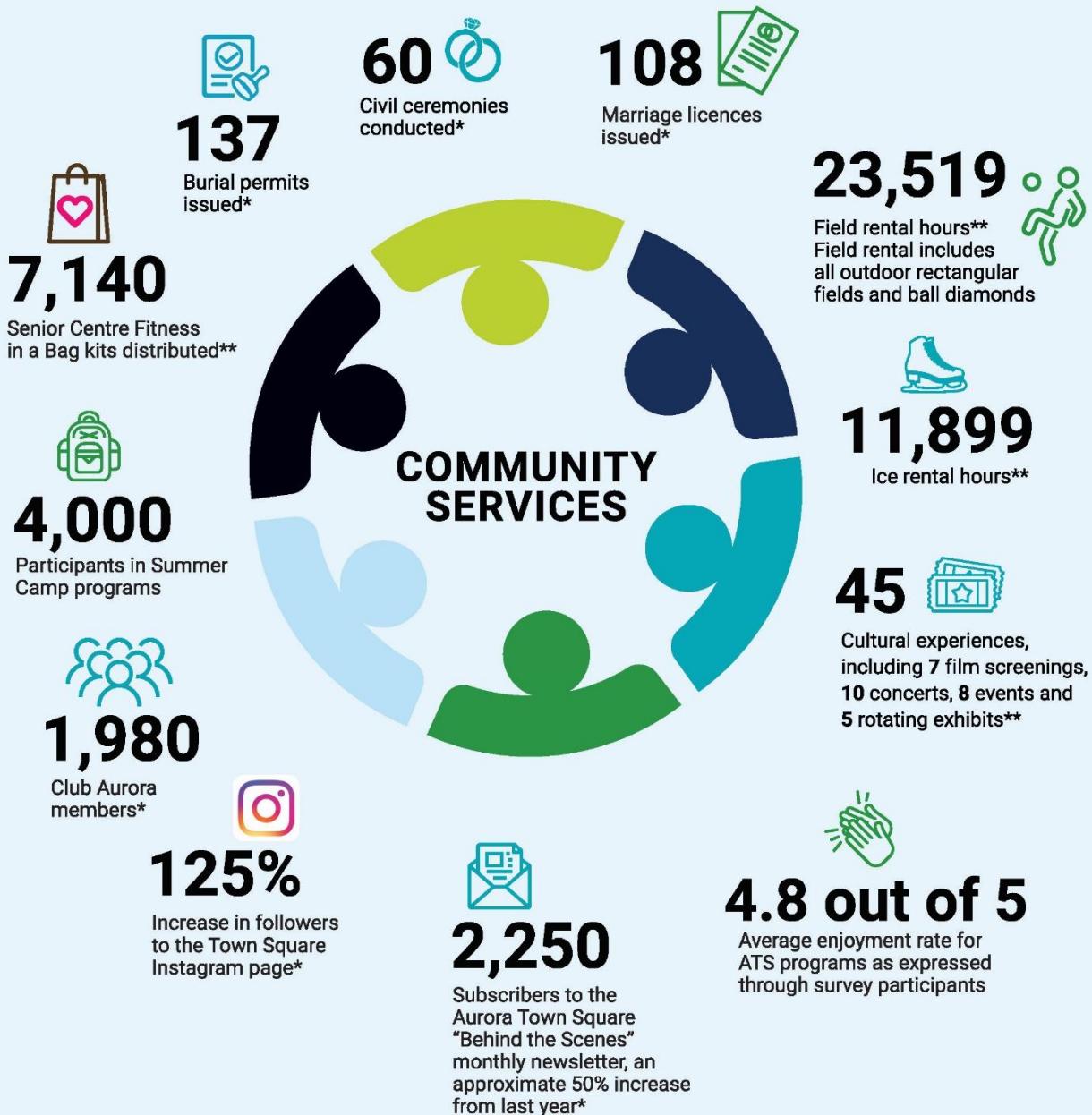
Support Aurora's Target: Net Zero by 2050	Status: On- Track
Implement recommendations from Aurora's Energy Conservation and Demand Management Plan	

Strategic Objective: Invest in our people

Opportunities for training for full time staff in Recreation	Status: On Track
The Recreation programming landscape is changing constantly, and staff need training to ensure they are knowledgeable and up to date. Recent training topics include mental health, concussion management, de-escalation strategies, and programming for diverse populations.	
Improve cross-portfolio knowledge within the Facility Bookings team.	Status: On Track
Ensuring Facility Bookings staff have familiarity with all portfolios will help to improve overall customer service and supports succession planning.	

Community Services

SNAPSHOT



*FROM JANUARY TO SEPTEMBER 30, 2025

** PROJECTIONS TO YEAR END, JAN. 1 - DEC. 31, 2025

Operating Budget

Overview

The Community Services operating budget funds recreation and culture programs, special events, customer service and the maintenance of all Town facilities.

The operating budget for the Community Services department includes an increase of \$257,300 in 2026. The main drivers of the base inflationary pressures increase includes salaries and benefits for existing staff, cleaning services, repair and maintenance contracts; inflationary pressures associated with special events and Community Partners annual grant. This pressure is partially offset by increases to rental revenues including revenues from rooms, ice and vending machines, community program revenues and mobile phone contract savings.

Aurora Town Square became operational in 2024 and the costs, net of revenues and reserves are being phased in over 2025 and 2026 resulting in a net pressure of \$57,800 in 2026. In 2026, the SARC gym is expected to draw in more net revenue with the expansion of programming. The budget includes a revenue increase of \$253,400 in community programs net of costs which is partially offset by the pressure from increase in Access Aurora postage cost.

The budget also includes additional support for special events to reflect the rising costs of entertainers, public safety and other event expenses and a one-time grant of \$150,000 to Aurora Historical Society for the repair and maintenance of Hillary House. Both of these are fully funded from the Tax Rate Stabilization Reserve.

Operating financial summary

\$000's	Net Actual Results		2025	2025	2026
	2023	2024	Net Fcst*	Budget	Budget
Expenditures	18,991.0	21,262.7	22,743.0	22,509.0	23,834.2
Non-Tax Revenues	(8,105.2)	(8,879.7)	(9,480.3)	(9,156.2)	(10,224.0)
Net Tax Levy	10,885.8	12,383.0	13,262.6	13,352.9	13,610.2
% Tax Funded	57%	58%	58%	59%	57%
Net Budget Change	\$	1,497.2	879.6	90.2	257.3
	%	13.8%	7.1%	0.7%	1.9%

*Net forecast as of August 31, 2025

Budget change summary

		2026
	FTE	\$000's
Starting Budget	80	13,352.9
Base		
Salaries & Benefits including COLA, step increases, gapping and other approved staffing actions	-	613.6
Net savings on utilities resulting from carbon tax removal	-	(87.2)
Facilities contracts and services for cleaning, repairs and maintenance	-	46.7
Facilities revenues and leases adjustments	-	(13.4)
Special events inflationary pressures net of revenues	-	42.7
Public Art maintenance	-	12.5
Rental revenue including rooms, ice and vending machines	-	(111.0)
Community programs revenue net of program costs	-	(53.4)
Support for special events to reflect the rising costs of entertainers, public safety and other event expenses	-	200.0
Tax stabilization funding for special events item above		(200.0)
Mobile phone contract savings	-	(19.1)
Other minor adjustments	-	1.0
	<hr/>	<hr/>
	432.4	
Capital Operating Costs		
Aurora Town Square: operating costs, revenue net of reserve funding	-	57.8
SARC gym facilities costs and program staffing net of revenue	-	(16.2)
	<hr/>	<hr/>
	41.6	
Maintaining Service Levels for Growth		
Community programs growth net revenue	-	(253.4)
Aurora Sports Dome	-	(3.3)
Special events growth net of revenues	-	(4.9)
Increase in advertising revenue net of costs	-	(7.8)
Access Aurora postage cost increase, partially offset by minor increases in revenues	-	52.7
	<hr/>	<hr/>
	(216.7)	
Enhancements and Transformation		
Aurora Historical Society Hillary House repairs one-time grant	-	150.0
Tax stabilization funding for Hillary House repairs	-	(150.0)
	<hr/>	<hr/>
Budget Change	-	257.3
Total Budget	80	13,610.2

Changes to the multi-year budget

The Community Services budget compared to the outlook provided in last year's budget is lower. The Budget includes energy savings resulting from the removal of the consumer carbon tax, additional program revenues net of costs, removal of inflationary increase for Town's Community Partners, and the increased revenues from ice and facility rentals. These savings are partially offset by increases in salaries and benefits, increase in Access Aurora postage costs and reduced savings from heating ventilation and air condition (HVAC) contract due to the elimination of full-time position request.

Budget change to outlook

		2026
	FTE	\$000's
2025 Budget Outlook	81	13,848.4
Budget Changes to Outlook		
Salaries and benefits adjustments		155.0
Removal of HVAC position request	(1)	40.1
Savings on heating from removal of carbon tax		(200.0)
Access Aurora postage cost increase		54.7
Ice and facility rental fees revenue increase		(45.0)
Special events cost increase net of revenues		25.2
Community Programs additional revenues net of costs		(232.3)
Mobile phone contract savings		(19.1)
Aurora Historical Society one-time grant to support Hillary House repairs		150.0
Tax rate stabilization funding for Hillary House Repairs		(150.0)
Support for special events to reflect the rising costs of entertainers, public safety and other event expenses		200.0
Tax stabilization funding for special events item above		(200.0)
Removal of inflationary increase for Aurora Cultural Centre		(11.2)
Removal of inflationary increase for Aurora Historical Society		(1.8)
Removal of inflationary increase for Aurora Sport Hall of Fame		(0.7)
Other minor adjustments/savings		(3.1)
Budget Change to Outlook	(1)	(238.2)
Total Budget	80	13,610.2

Multi-year operating budget priorities

The multi-year operating budget includes the opening of Aurora Town Square, the SARC gym, the continued delivery of community programs and events and the expansion of sport and cultural initiatives in Aurora.

Community Services department priorities for 2026 include:

Aurora Town Square is the largest capital infrastructure project the Town has ever embarked on and will serve as a catalyst for downtown revitalization.

Aurora Town Square (ATS) opened to the community one year ago (September 2024), and through the course of 2025, the Town has offered nearly 50 cultural experiences at Town Square, including film screenings, concerts, programs, events, summer camps, and exhibit openings. Our community partners, the Aurora Public Library and the Aurora Cultural Centre have also added significantly to the cultural opportunities to round out the incredible community destination. The hybrid operating relationship has proven to be very successful, and through lessons learned, the opportunities will continue to grow making the future of ATS exciting and long-lasting.

In 2026, Community Services will continue to scale up and refine programming at Town Square through strategic partnerships with community groups and the Town's Cultural Partners who will continue to be key collaborators at Town Square. The addition of a community space like Aurora Town Square will contribute to local economic activity and the growth of Aurora's creative sector.

The revised 2026 projections, included in this budget, take into consideration that it will take approximately three to five years to ramp up and maximize the opportunities that exist for additional revenue generation and added cultural and community activities within the expanded facility.

Community Services needs to keep pace with growth

Community Services continues to experience growth pressures affecting both Operating and Capital Budgets. Aurora will continue to work with private contractors, part-time staff, volunteers, and community partners delivering exceptional programming to help support the growing demand.

To prepare for the impact of growth pressures, we will be focused on the results obtained from the Sports Field Development Strategy, Aquatics Feasibility Study, User Fee Review, Sport Plan Update, Sport Tourism Strategy, Parks and Recreation Master Plan Update, and Recreation for Persons with Disabilities Plan. Where possible, partnerships will be considered to support recreation needs and to offset capital costs.

SARC Gymnasium Addition and other Indoor Court Opportunities

Programming and utilization of the SARC gymnasium will continue to increase in 2026 as program offerings and schedules are refined. Also, as identified in the Parks and Recreation

Master Plan, more indoor courts are needed to meet the current and growing interest in court sports. Staff continue to have discussions with local schools to try to improve community access as well as other opportunities that might lead to a new build for an indoor court facility. This will require additional land that meets the size of the building and parking needs.

Outdoor Sports Fields and Outdoor Court Development

Community Services will continue to identify opportunities for sports field development and outdoor court sports to meet current and future needs. This includes natural and artificial options for rectangle fields, diamond considerations for baseball/softball and outdoor court development (basketball, tennis and pickleball). With ongoing review of the Sports Field Development Strategy and field development accomplishments to date, it will help identify further priorities and opportunities.

Maintain service level of special event production

Aurora's special events continue to be a cornerstone of community engagement, with several receiving accolades from Festivals and Events Ontario. The annual schedule remains robust, offering a wide range of opportunities for residents to connect and celebrate. With the opening of Aurora Town Square, several events have been successfully relocated to this new venue and staff are actively exploring additional programming to maximize its potential. It is important to note that operating costs have increased due to rising expenses in services, entertainment and risk management. Staff remain committed to delivering high quality events while carefully managing resources and identifying efficiencies where possible.

Further development of the Facility Asset Management program

Ongoing work in 2026 and beyond is required to support the Asset Management Plan (O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure) such as implementing identified projects from the 2nd Generation Building Condition Assessment audits, Refrigeration Safety Audit, Roofing Assessment reports and Energy Conservation Demand Management Plan. In 2026, the Department will look to initiate the 3rd generation condition report. All these reports and studies need to be carefully reviewed, data compiled and analyzed, and information prepared to determine what work is considered for future capital projects.

Implement and action the recommendations in the Sport Plan Update

4 main pillars with several strategic initiatives and tactics have been identified in the Sport Plan update. Staff will begin to action on these recommendations in partnership with the community.

Capital Budget

Overview

Community Services plans to spend \$5.6 million in 2026 on capital projects of the total \$80.9 million in Capital Budget Authority. This includes \$11.5 million for asset management projects, \$69.1 million for growth and new projects and \$0.4 million 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	6,637.7	11,469.0	4,831.3	1,189.7	1,181.4	4,712.8	4,385.2
Growth & New	68,662.5	69,107.5	445.0	65,436.2	3,007.1	529.2	135.0
Studies & Other	95.0	405.0	310.0	-	20.0	385.0	-
Adopted Budget	75,395.2	80,981.5	5,586.3	66,625.8	4,208.5	5,627.0	4,520.2
Capital Program							
Facilities AM	6,093.8	10,842.1	4,748.3	1,126.0	1,006.4	4,349.5	4,360.2
Community Programs	543.9	626.9	83.0	63.6	175.0	363.3	25.0

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

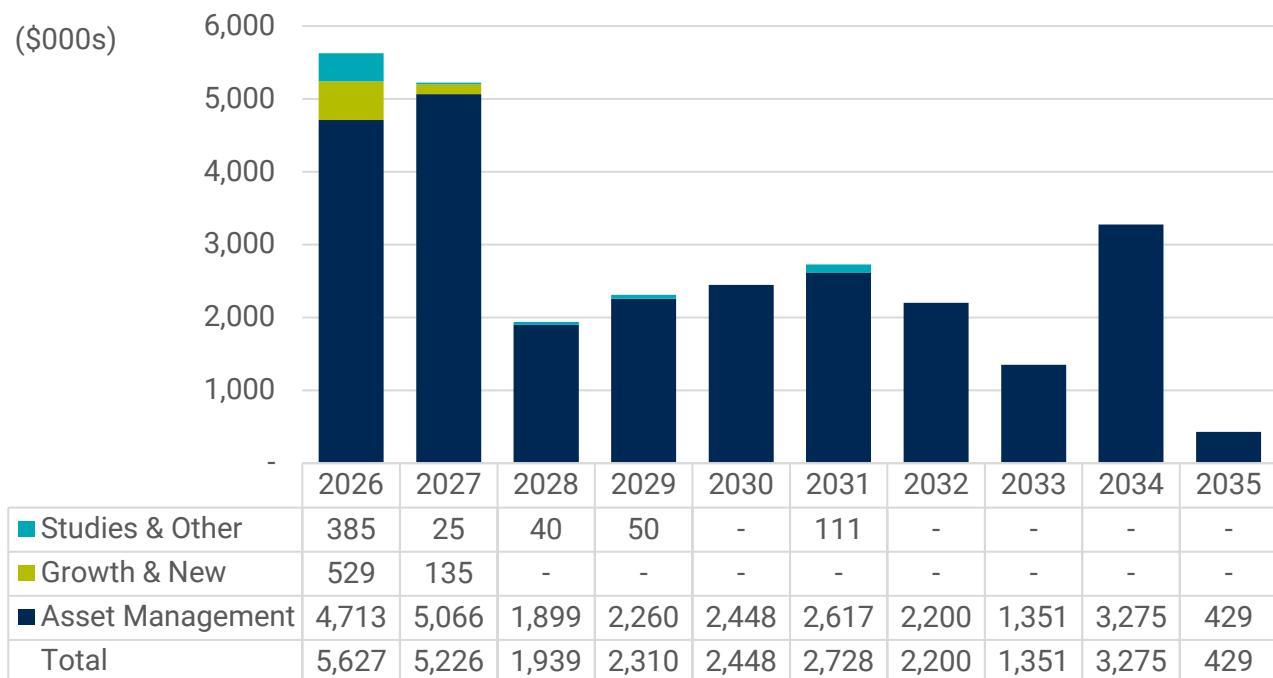
Capital program

The 2026 Capital Budget includes capital program approval for Community Programs and Facilities asset management capital projects. 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 in the 10-Year Capital Plan Reports chapter.

10-year capital plan

The 10-year capital plan includes \$27.5 million in capital projects. The 10-year plan will invest \$26.3 million in asset management. This represents 95 percent of the 10-year plan. Most of the planned spending in 2026 is to support the facilities program asset management projects.

10-year capital plan



Key capital initiatives

The capital plan for Community Services supports asset management, growth in recreation and culture and implementation of study recommendations. The 2026 Budget includes the following key projects to support these initiatives:

Maintaining existing assets

Community Services maintains the facilities for the Town of Aurora. These facilities include recreation and community centres, Library, Town Hall, Aurora Town Square and the Joint Operation Centre as well as several other smaller facilities.

In 2026, the maintenance on Town facilities includes lifecycle replacement projects identified through the Asset Management program such as:

- Replacement of end-of-life building heating systems
- Modernization of building automation and control systems
- Building envelope repairs and roof replacements
- Interior finishes enhancements

Study future community needs

In order to support investment decisions, 2023 saw the completion of the Parks and Recreation Master Plan update. The results of the Parks and Recreation Master Plan, and other relevant studies, will continue to guide the next steps for future asset development. The

following are a couple additional studies to be completed in 2026 that will provide more information on current assets and their future investment needs.

- Completion of a Town Administrative Space Allocation Study will assist the Town in assessing administrative growth and space utilization.
- Completion of a 3rd generation Building Condition Assessment Report

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
Facilities (Capital Program)			
8-23	AM0159: ACC Thermoplastic Membrane Roof Replacement	Increase to Capital	Funding request for 2026 is to cover an increase in scope identified during detailed site inspections.
8-25	AM0426: SARC - Replace Asphalt Flat Roof (Section 7 & 8 Only)	New Capital	New capital project
8-27	AM0427: CYFS 4-3 - Replacement of Roof	New Capital	New capital project
8-29	AM0428: Multi-Site - Upgrade of Building Automation System	New Capital	New capital project
8-31	AM0429: Unplanned - Emergency Repairs Contingency (2026)	New Capital	New capital project
8-33	AM0430: AED Replacement	New Capital	New capital project
8-34	AM0431: SARC Pool Water Spray Features	New Capital	New capital project
8-35	AM0432: ACC - Arena 1 Changeroom and Lobby Refresh	New Capital	New capital project
8-37	AM0433: Multi Site - Boiler Replacement	New Capital	New capital project
8-39	AM0434: 215 Ind Pkwy S. HVAC and Building Envelope Repairs/Replacement	New Capital	New capital project
8-41	AM0435: AFLC Arena Refurbishment	New Capital	New capital project
8-43	AM0436: Seniors Centre Interior Finishes Replacement	New Capital	New capital project
Facilities Total		5,063.6	
Community Programs			
8-45	AM0437: AFLC Fitness Equipment Replacement - 2026/2027	New Capital	New capital project

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Reason for budget change
Community Programs Total		83.0	
Total Asset Management		5,146.6	

Growth and New Projects

(in 000's)

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Reason for budget change
Facilities			
8-47	GN0062: Backflow Prevention Meter Installation	Increase to Capital	Aurora Sports Dome, 215 Industrial Parkway, 150 Henderson and FireHall 4-3.
Community Programs			
8-48	GN0183: ADP Makeshift Now Implementation	New Capital	New capital project
8-50	GN0184: Public Art Installation	New Capital	New capital project
8-54	GN0192: Special Events LED Screen	New Capital	New capital project
Community Programs Total		235.0	
Conditionally Approved			
8-51	GN-F-0106: Aurora Town Square Shade Structures (Conditionally Approved 2026)	New Capital	No decision required at this time. Report will be presented to Council in 2026.
Total Growth and New		579.5	

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
8-56	S00088: Designated Substance Surveys Program	85.0	-	85.0	New capital project
8-58	S00089: Building Condition Assessment	225.0	-	225.0	New capital project

Detailed Project Sheet Page #	Project	Adopted Capital Budget Authority	Previously Adopted Budget	Adopted Budget Change	Reason for budget change
	Total Studies and Other	310.0	-	310.0	

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)
Facilities (Capital Program)		
AM0128: Town Hall - Space Refresh	Active Project – Budget Reduced	Reduced project scope
AM0129: Security Audit & Implementation	Active Project – No Change	
AM0253: AFLC - Replace Roofing Above Arena Dressing Rooms	Active Project – No Change	
AM0258: Energy and Demand Management Plan Implementation	Active Project – No Change	
AM0259: Victoria Hall Refurbishment	Active Project – No Change	
AM0295: Building Automation System Replacement	Active Project – No Change	
AM0304: Inverter Batteries - Multi-Sites	Active Project – No Change	
AM0310: Sports Dome - Air Conditioning	Active Project – No Change	
AM0334: Town Hall Roof Replacement - Phase 1	Active Project – No Change	
AM0335: AFLC - Arena Dehumidification Replacement	Active Project – No Change	
AM0377: Petch House Renovations	Active Project – No Change	

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
Facilities (Capital Program)		
AM0379: ACC - Refinish Concrete Block Walls	Active Project – No Change	
AM0380: Unplanned - Facilities Emergency Repairs Contingency (2025)	Active Project – No Change	
AM0382: Town Hall Roof Phase 2	Active Project – No Change	
AM0383: Senior's Centre Roof Repairs	Active Project – No Change	
AM0384: Yonge St Plaza Repairs Contingency	Active Project – No Change	
AM0385: SARC - Replace Arena Sound System	Active Project – No Change	
AM0386: SARC - Replace Pool HVAC Compressors	Active Project – No Change	
AM0425: AFLC - Emergency Building Envelope Repairs	Active Project – No Change	
Total Facilities	5,778.5	
Community Programs		
AM0203: Pet Cemetery Restoration	Active Project – No Change	
AM0265: Parade Float	Active Project – No Change	
AM0337: Town Hall - Community Reflection Space	Active Project – No Change	
AM0389: AFLC - Youth Room Refresh	Active Project – No Change	
AM0390: SARC - Preschool Room Refresh	Active Project – No Change	
AM0388: AFLC Fitness Equipment Replacement - 2025	Active Project – No Change	
Total Community Programs	543.9	
Total Asset Management	6,322.4	

Growth and New Projects

(in 000's)

Project	Adopted Capital Budget Authority	Reason for budget decrease (if applicable)
Facilities		
GN0074: SARC Gymnasium	Active Project – No Change	
GN0110: Aurora Town Square	Active Project – No Change	
GN0164: Aurora Letters at Aurora Town Square	Active Project – No Change	
GN0168: SARC External Mural	Active Project – No Change	
Total Facilities	68,151.1	
Community Programs		
GN0139: Pet Cemetery Fencing	Active Project – No Change	
GN0141: AV Equipment For Combined Virtual/In-Person Programming	Active Project – No Change	
GN0151: Cultural Action Plan Implementation - 2024	Active Project – No Change	
GN0180: Aurora War Memorial 100th Anniversary	Active Project – No Change	
Total Community Programs	376.9	
Total Growth and New	68,528.0	

Studies and Other Projects

(in 000's)

Project	Adopted Capital Budget Authority	Previously Adopted Budget	Adopted Budget Change	Reason for budget decrease (if applicable)
S00077: Town Hall - Accommodation Plan	80.0	80.0	-	
S00080: Community Diversity & Equity Initiatives	15.0	15.0	-	
Total Studies and Other	95.0	95.0	-	

Project: AM0159: ACC THERMOPLASTIC MEMBRANE ROOF REPLACEMENT

Estimate Start Date: 2025-07

Estimated End Date: 2026-08

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

Increased funding for this project, initially approved in a prior budget cycle, is required due to the passage of time and an increase in scope identified during detailed site inspections. The project involves replacing the aging and failing roof system at the Aurora Community Centre (ACC) to protect the building's structural integrity and prevent water damage that could disrupt operations and services. The primary goals are to ensure a durable, weather-resistant roofing system, extend the facility's lifespan, and improve energy efficiency where possible. Objectives include completing the roof replacement to current building standards, minimize disruptions to facility use, and addressing any newly identified structural or insulation deficiencies.

Performance will be measured by completing the project within the revised budget and time, achieving quality standards through inspections, and reducing future maintenance costs.

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

Approving the additional funding is crucial to protect the Town's investment in the ACC and avoid further deterioration and costly emergency repairs. Proceeding with the expanded scope of work ensures the building remains safe, weather-tight, and operational. Economies of scale are achieved by increasing the scope and bundling with other roofing projects projected to be completed in 2026.

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

This project delivers important benefits for both Community and Town operations. Financially, addressing the roof now avoids escalating repair costs, protects the facility's value, and reduces risk of water damage to costly interior systems and equipment. Bundling this project with other planned roofing work allows the Town to benefit from economies of scale, achieving better pricing and more efficient contractor mobilization and unnecessary administrative work. Internally it improves operational performance by ensuring facilities remain safe, functional, and available for public services.

Impact of not approving or delaying the project

If additional funding is not approved, the aging roof will continue to deteriorate, increasing the risk of leaks, structural damage, and costly emergency repairs. This could lead to unplanned facility closures, disrupting services for the community. Financially, delays will likely increase costs as construction prices and damage escalate.

Impact this project has on climate change

Completing the expanded scope can positively impact climate change goals by allowing the installation of modern, energy-efficient and quality roofing materials that improve insulation and reduce heating and cooling demands. Delaying the project may interfere with the Town achieving its sustainability objectives.

Project: AM0426: SARC - REPLACE ASPHALT FLAT ROOF (SECTION 7 & 8 ONLY)

Estimate Start Date: 2026-06

Estimated End Date: 2027-08

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

This project encompasses both the design and construction phases to replace the deteriorating roofing sections at the SARC. The project aims to deliver a durable, energy-efficient roofing solution that protects the building's structure and interior, enhances sustainability, and ensures compliance with current building codes and safety standards. Key objectives include procuring a roofing consultant, developing detailed design specifications and drawings tailored to the facility's needs, selecting high-quality materials, procuring a competent constructor through a competitive bidding process, and executing construction with minimal disruption to municipal operations. Performance will be measured by the completion of the design and construction within the approved budget and timeline, passing all quality control testing and inspections, and reducing long-term maintenance costs.

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

This project should be approved to protect the integrity and value of the Town's facility assets and preventing costly damage from leaks or structural issues. A new properly designed roofing system will enhance energy efficiency, reduce operational costs and support sustainability goals. A reliable roof safeguards uninterrupted operations, ensuring staff and community can safely and consistently access the services within.

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

The roofing project offers substantial benefits to both the community and Town operations. Financially, investing now prevents escalating repair costs, protects the building's value, and reduces long-term energy expenses through improved insulation and efficient materials. Internally, it boosts operational performance by ensuring the facility remains safe, dry, and fully functional. This project will demonstrate to the community responsible stewardship of public assets, ensuring reliable access to Town services while supporting sustainability goals.

Impact of not approving or delaying the project

Not approving this roofing project poses significant risks. Sections of the existing roofing system will continue to deteriorate, increasing the likelihood of additional and more substantial leaks. Deferral may cause escalated pricing as consultant and construction costs rise.

Impact this project has on climate change

Approval positively impacts climate change efforts by enabling the installation of modern, energy efficient materials that improve insulation, reduce heating and cooling demands, and lower greenhouse gas emissions.

Project: AM0427: CYFS 4-3 - REPLACEMENT OF ROOF

Estimate Start Date: 2026-06

Estimated End Date: 2027-08

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

The proposed roof replacement project for Station 4-3 encompasses both the design and construction phases to remove the aging roof system and installation a new durable and energy-efficient roofing solution. The project's key goals are to ensure the facility remains structurally sound, weather-resistant, and operational. Objectives include developing precise design specifications tailored to the fire station's operational needs, selecting materials suited for emergency service facilities, and executing construction with no disruption to fire station activities. Performance will be measured by procuring a design consultant to develop specifications and drawings, industry standard contract and tender documents. Additional performance measures will include client engagement and construction contract execution on schedule, within the allotted budget, and achieving all quality standards through testing and inspections.

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

The project should be approved to safeguard the fire stations critical infrastructure and ensure it can continue delivering essential emergency services without interruption. A new, well-designed roofing system will prevent roofing failures that could comprise equipment and infrastructure. Approving the project now may avoid escalating expenses due to increased costs in consulting and construction. Bundling this project with other proposed roofing project helps the Town achieve economies of scale and prevents unnecessary administrative work. A new reliable roofing system means the fire station remains fully operational and able to maintain service levels.

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

This project benefits the community and the Town by protecting the stations infrastructure, avoiding potential costly repairs, and improving energy efficiency. It ensures the station stays fully operational, supporting rapid emergency responses and public safety.

Impact of not approving or delaying the project

Not approving this project risks further roof deterioration, leading to leaks, potential equipment and infrastructure damage, and costly repairs that could disrupt the stations operations. Delays would likely increase future expenses due to rising construction costs and the potential missed opportunity to bundle with similar projects.

Impact this project has on climate change

Approval positively impacts climate change efforts by enabling the installation of modern, energy efficient materials that improve insulation, reduce heating and cooling demands, and lower greenhouse gas emissions.

Project: AM0428: MULTI-SITE - UPGRADE OF BUILDING AUTOMATION SYSTEM

Estimate Start Date: 2026-01

Estimated End Date: 2028-04

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

This project continues the work initiated under AM0295- Building Automation System Replacement, originally approved in 2023, to modernize the Town's building automation system (BAS) across multiple sites. The focus is on integrating the remaining facilities into the centralized virtual user interface and replace outdated infrastructure to enhance reliability, efficiency, and control. Key objectives include improving real-time monitoring and alarming, reduce maintenance costs, and optimize occupancy settings. Success will be measured by the number of sites integrated on to the new user interface, reduction in service calls, energy savings achieved, and improved staff access. The upgrade supports the Town's sustainability goals outlined in the Town's Energy Conservation and Demand Management Plan (ECDMP)

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

Completing these upgrades will improve system reliability, reduce downtime, and enable quicker response time to service requests, directly enhancing service levels across facilities. Staff can operate systems more efficiently, lowering operational costs and environmental impact. This project supports the recommended energy conservation measures (ECMs) outlined in the Town ECDMP.

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

This project delivers several key benefits to the community and Town operations. Modernizing building automation systems will reduce energy consumption and emissions, contributing to a more sustainable and environmentally responsible community. Financially, it will lower utility and maintenance costs through increased system efficiency and reliability. Operationally, centralized control will streamline facility management, improve response times, and enhance service delivery. Internally, staff will benefit from standardized systems and targeted training, leading to improved performance.

Impact of not approving or delaying the project

Delaying or not approving would increase maintenance costs, energy use, and system failures due to aging infrastructure and lack of oversight. It would limit staff efficiency, slow response times, and hinder progress towards sustainability goals.

Impact this project has on climate change

This project supports climate change mitigation by reducing energy consumption and greenhouse gas emissions through modern, efficient building automation controls. Improved control and monitoring will optimize Heating, Ventilation, & Air Conditioning (HVAC) and lighting use, lowering the Town's carbon footprint and advancing its sustainability goals outlined in the ECDMP.

Project: AM0429: UNPLANNED - 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 project establishes a contingency fund to support unplanned emergency repairs to critical facility assets that fail outside the regular capital budget cycle. The goal is to ensure a timely response to equipment failures such as, but not limited to, Heating, Ventilation, and Air Conditioning (HVAC), building envelope, and structural systems. This funding assists in being able to maintain safe, functional, and uninterrupted operations across Town facilities. Key objectives include minimizing service disruptions and reducing downtime to critical equipment systems and services. Performance will be measured on the frequency and amount of funds drawn from this project.

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

This project should be approved to ensure the Town can respond swiftly to unexpected facility failures without compromising safety, operations, or service delivery. Without a dedicated contingency fund, emergency repairs may be delayed due to budget limitations, leading to extended facility closures and potential risk to safety. Approving this fund provides financial flexibility to address urgent issues, protecting the Town's infrastructure.

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

This contingency funding provides significant benefits to both the community and Town operations. Financially, it reduces the risk of costly damage by enabling immediate response to unexpected equipment failures, avoiding the need for reactive, high-cost solutions or extended facility closures. Operationally, it ensures continuity of essential services, protecting public access to facilities. Internally, it improves performance by reducing downtime, allowing staff to focus on planned priorities rather than crisis response.

Impact of not approving or delaying the project

Not approving this contingency funding would leave the Town vulnerable to unplanned equipment failures without a dedicated funding source, resulting in possible delays in repairs, potential facility closures, and disruption of public services.

Impact this project has on climate change

Not addressing emergency repairs promptly can lead to inefficient building operations. It may also lead to missed opportunities to advantageously replace inefficient equipment/parts with newer energy-efficient models.

Project: AM0430: AED REPLACEMENT

Estimate Start Date: 2026-03

Estimated End Date: 2026-07

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

The Town currently owns 30 Automated External Defibrillators (AED), disbursed throughout facilities. These machines are meant to be used in case of an emergency cardiac event and can be used by both staff and members of the public. Users do not need special training to use the machines. This project covers the replacement of 20 machines that are past life expectancy. AED machines typically have a lifespan of 8 years regardless of volume of use.

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

It is important that the Town has working, up-to-date AED's in its buildings. Public AED programs are commonplace in public buildings and especially where physical activity takes place. Prompt access to AED's can save lives and mitigate damage in case of a cardiac event. A cardiac event can take place at any time, by anyone and remains one of the most common types of medical emergencies.

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

Having reliable, effective, accessible AED machines can potentially save a life or mitigate the effects of a cardiac event.

Impact of not approving or delaying the project

Expired machines will be taken out of service and will not be available in case of emergency.

Impact this project has on climate change

This project has no effect on climate change.

Project: AM0431: SARC POOL WATER SPRAY FEATURES

Estimate Start Date: 2026-03

Estimated End Date: 2028-09

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

This project is to replace three existing water spray features at the SARC pool over a three-year period (1 feature replacement per year) and install a UV sanitization system for each feature as per Public Health department requirements.

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

The SARC pool is a multi-pool facility with three different basins to meet the wide-ranging needs of the community. The leisure pool and spray features provide age and developmentally appropriate programs and services to families with smaller children under the age of seven. The spray features have been part of the pool program since it originally opened. The features assist with learn to swim programs and the water enjoyment of younger children. The features were shut down in late 2024 by the regional health department because of sanitization concerns and have not been functional since. Learn to swim programs have had to be modified and many patrons have commented on the lack of features, as they had been a mainstay for many years. Additionally, the spray features were nearing their end of life and would have needed replacement in the next two to three years.

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

These water features add a level of enjoyment to the SARC Leisure pool and are important to the enjoyability and quality of swim experience especially for families with younger children. The SARC leisure pool is the only dedicated pool space that is suitable and appropriate for young children to enjoy leisure swimming throughout the year. Additionally, these features play a role in learn to swim classes by getting younger children comfortable with the water and assists in engaging and creating a pleasurable learn to swim experience.

Impact of not approving or delaying the project

The pool will continue to lack an important feature of leisure swim enjoyment as well as a learn to swim component. Families may choose to use facilities outside of Aurora for the leisure swim and learn to swim experiences.

Impact this project has on climate change

This project has no effect on climate change.

Project: AM0432: ACC - ARENA 1 CHANGEROOM AND LOBBY REFRESH

Estimate Start Date: 2026-04

Estimated End Date: 2027-08

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

Aurora Community Centre (ACC) changeroom and lobby are dated and require a refresh. This project aims to create a welcoming and modern space and improve the overall user experience. The goal is to refresh dated changerooms and lobby space into a vibrant, accessible environment, improve cleanliness, and improve overall use of space. The objective is to upgrade dated fixtures, finishes, implement recommendations from previous accessibility audits and minimize disruption during renovations. Upon completion of work, we aim to have positive feedback from end user groups, increased satisfaction with space, reduced maintenance costs and increased operational efficiency.

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

Refreshing the changeroom and lobby at the ACC will enhance the customer experience, as outdated spaces feel uninviting. Refreshing both the lobby and the changerooms will uplift the facility and create a more welcoming environment and improve overall customer experience. Refreshing the lobby and changerooms will address any inadequacies around accessibility. It will also address the needs of aging infrastructure such as lighting, flooring, and washroom fixtures. By refreshing the space it can improve the facility reputation, attract new community groups and improve the experience of existing user groups and staff.



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

Refreshing this area will create a welcoming space for the community, upgrades will address health and well-being with better lighting, air circulation and cleanliness. A refreshed and well-maintained space overall reduces maintenance costs as new fixtures and finishes reduce the frequency and cost of repairs. Lastly, a modern refreshed space promotes pride in the workplace and increased productivity with staff.

Impact of not approving or delaying the project

Outdated and worn spaces. Increased maintenance costs due to aging infrastructure of fixtures and finishes – continuous patchwork that costs more than planned renovations. Increased energy costs as older fixtures consume more energy and water.

Impact this project has on climate change

This project supports the goals under the Energy Conservation and Demand Management Plan by upgrading Town Facilities.

Project: AM0433: MULTI SITE - BOILER REPLACEMENT

Estimate Start Date: 2026-10

Estimated End Date: 2028-09

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

This project will involve the design and implementation of heating boiler replacements at various locations within the Town. These assets have exceeded their intended lifecycle and require replacement. Upgrading to modern, high-efficiency systems will enhance operational reliability, reduce the Town's carbon footprint, and improve the overall performance of its building infrastructure. The key goals of this project are to replace aging heating systems with high-efficiency models and support the Town's long-term sustainability goals. Objectives include completing replacements in line with operational needs and recommendations from the forthcoming energy audits, enhance reliability and efficiency of heating systems, and minimize disruption to facility operations. Performance will be measured by the increase in overall asset condition rating and reduction in greenhouse gas emissions.

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

This project is essential to ensure the continued safe and reliable operations of the Town's facilities. The existing boilers have reached the end of their service life and are increasingly prone to failure, leading to higher maintenance costs, energy inefficiencies, and potential service disruptions. Replacing these systems with high-efficiency models will improve reliability, reduce unplanned expenses, and lower greenhouse gas emissions. Proactively replacing these assets will maintain service levels, while increasing asset condition, reliability and efficiency.

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

This project offers several key benefits that positively impact the community and Town operations. Replacing aging boilers with high-efficiency systems enhances the comfort, safety, and reliability of public facilities, directly benefiting residents and program users. Operationally, the upgrades reduce the likelihood of equipment failure, decrease maintenance demands, and improve efficiency. Financially, the project will lower utility and repair costs over time and contribute to long term asset sustainability. Internally, it supports performance improvements by modernizing infrastructure and aligning with corporate energy and asset management strategies.

Impact of not approving or delaying the project

Failure to approve or delay this project would result in continued reliance on aging, inefficient heating systems that are increasingly prone to failures and costly emergency repairs. This

could lead to disruptions in facility operations, reduced occupant comfort, and failure to achieve greenhouse gas emission reduction targets.

Impact this project has on climate change

This project will significantly reduce energy consumption and associated greenhouse gas emissions, directly supporting the Town's climate goals. By transitioning to modern, energy-efficient equipment, the project contributes to the reduction of the Town's carbon footprint.

Project: AM0434: 215 IND PKWY S. HVAC AND BUILDING ENVELOPE REPAIRS/REPLACEMENT

Estimate Start Date: 2026-06

Estimated End Date: 2027-09

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

This project entails design and construction for repair and replacement of deteriorated components of the building envelope, including the roofing system, exterior doors and windows, along with replacement of select HVAC components that have reached the end of their useful life. The key goals of the project are to extend the facility's asset life, improve energy efficiency, and ensure safe, comfortable, and reliable building operations. Objectives include reducing energy loss through improved insulation and sealing, enhancing occupant comfort, and minimizing unplanned maintenance. Performance measures will include reduction in facility consumptions, decreased service call frequency, and compliance with sustainability targets.

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

This project should be approved as it addresses aging and failing infrastructure that directly impacts the buildings performance and efficiency. Repairing and replacing components of the building envelope will reduce energy loss and damage due to water infiltration. This will lead to better asset condition rating and increased occupant satisfaction.

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

The benefits of this project are multifaceted, with positive impacts on the Tenant and Town. The Tenant will realize improved building conditions which will enhance occupant comfort and safety. Updated the building envelope and select HVAC components will upgrade the facilities asset condition rating and increase value of the property, allowing the Town to capitalize on market lease rates.

Impact of not approving or delaying the project

If this project is not approved or is delayed, the Town, or Tenant, risk increased operations costs and disruptions. Aging roofing, envelope components, and HVAC system may continue to deteriorate, leading to water ingress, poor indoor air quality, and potential health and safety risks.

Impact this project has on climate change

Approving this project will have a positive impact on climate change mitigation efforts by improving the buildings energy efficiency and reducing greenhouse gas emissions. Upgrades

to exterior components will improve heat loss, air infiltration, and lowering demand for heating and cooling.

Project: AM0435: AFLC ARENA REFURBISHMENT

Estimate Start Date: 2026-02

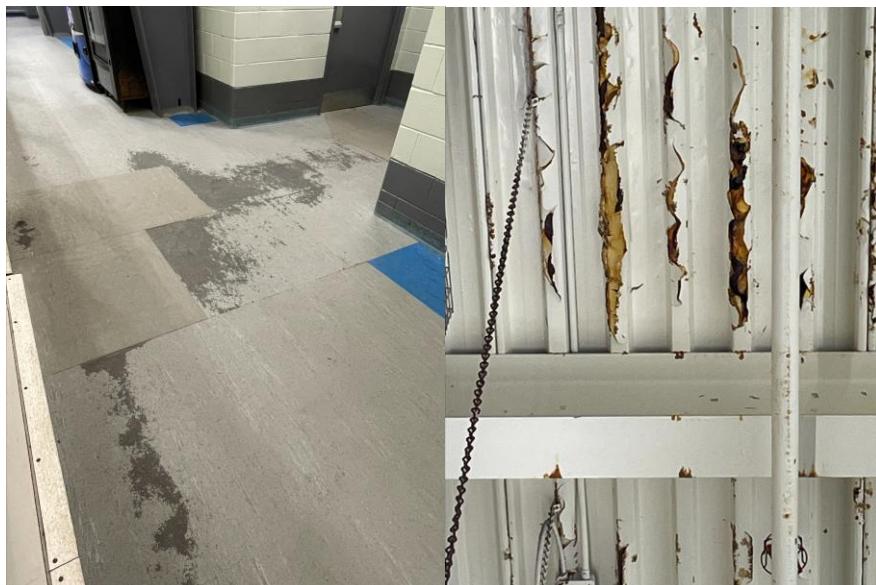
Estimated End Date: 2027-09

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

This project involves the design and construction of a comprehensive refurbishment of the arena facility to extend asset life, improve safety and operational efficiency, as well as enhance user experience. Scope elements include the full replacement of an aging and deficient roofing system, mechanical cleaning of exposed structural components to remove rust, repaint structural components and ceiling decking to improve aesthetics, and replacement of the worn arena rubber flooring. Key goals include improving the facility's structural integrity, increase user satisfaction, and ensure the arena remains a reliable recreational hub. Objectives are to reduce future maintenance needs, improve useable of the space, and support long term assets. Performance measures will include improved facility condition assessments, reductions in maintenance interventions, and increased user satisfaction.

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

Approval of this project is essential to maintain safe, reliable, and high-quality service levels. The roof replacement will eliminate leaks, air infiltration, and structural damage due to condensation. Cleaning and repainting of structural components will preserve the buildings integrity and improve the indoor environment, while new rubber flooring will enhance safety and aesthetics.



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

The arena refurbishment project will deliver significant benefits to both the community and Town operations. For the community, it will provide a safer and visually improved facility that enhances user experience for athletes, spectators, and visitors. Upgraded flooring and ceiling surfaces will create a cleaner, more inviting environment, while the new roof ensures proper insulation and compliance with building codes. Town operations benefit from a reduced reliance on corrective maintenance to repair failed roofing and flooring systems, improves operational efficiency, and extends asset lifespans.

Impact of not approving or delaying the project

If this project is not approved or is delayed, the arena will continue to face escalating issues that could significantly impact service delivery and public safety. The aging roof may lead to further water infiltration and condensation issues, causing damage to interior finishes and structural components. Worn rubber flooring poses tripping hazards and unpleasant aesthetics. Deferral may result in escalating repair costs, and potential for increased downtime. Overall user experience will continue to decline which could reduce community engagement and participation.

Impact this project has on climate change

Replacing the aging and deficient roofing system can enhance insulation performance, reduce heat loss, and lower energy consumption.

Project: AM0436: SENIORS CENTRE INTERIOR FINISHES REPLACEMENT

Estimate Start Date: 2026-06

Estimated End Date: 2027-12

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

This project involves the interior refresh of the Senior Centre that will focus on upgrading select areas to enhance comfort, safety, user experience and aesthetics for residents and staff. The facility is outdated and requires a refresh of flooring, wall finishes, lighting, furnishing and possibly ceilings. Key goals include improving the interior comfort, and overall end user experience to ensure it remains a vibrant and useable space for residents. Objectives are to replace worn or outdated finishes with higher quality, durable materials and to modernize outdated finishes. Performance measures will include improved resident satisfaction and comfort.

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

The Senior Centre was built quite some time ago, and finishes such as flooring, paint, lighting and furnishings are outdated or deteriorating. Worn flooring can pose safety risks and outdated finishes reduces the overall appeal of the space. A modern welcoming space will encourage greater participation in programming and events and encourage social interaction within the community. Investing in senior services demonstrates a commitment to the Town's aging population, that can strengthen community support.



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

The benefit of this project includes enhancing the quality of life for senior residents living in the Town of Aurora, as a modern, safe and comfortable environment promotes physical and mental well-being. A refreshed space encourages social interaction within the community and

reduces social isolation. Benefits of the project also include reduced maintenance costs with upgraded flooring and lighting.

Impact of not approving or delaying the project

If the Senior Centre project is not approved or is delayed, there is the potential for reduced participation given that aesthetics can discourage participation in programs and events. In addition, aging finishes such as worn flooring and poor lighting can lead to falls or other injuries. Delays with project approvals can lead to upgrades needed to meet current accessibility standards. There will also be impacts on maintenance costs with continued patchwork, painting and the possibility of more extensive and costly renovations later.

Impact this project has on climate change

This project supports the goals under Energy Conservation and Demand Management Plan by upgrading Town Facilities.

Project: AM0437: AFLC FITNESS EQUIPMENT REPLACEMENT - 2026/2027

Estimate Start Date: 2026-01

Estimated End Date: 2027-Q3

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

To replace cardio and strength training fitness equipment in Club Aurora Fitness Centre. A 10-year equipment replacement plan has been outlined for each piece of Club Aurora equipment. The gym is open 360 days per year and Club Aurora has approximately 1,980 members. Equipment gets heavily used and general wear and tear and safety requires replacement on a regular basis. Equipment is maintained regularly to get the maximum usage and life span, but eventually all pieces must be replaced.

Pieces for replacement in 2026 include:

- 1 recumbent bike
- 1 upright bike
- Bench Press bench
- Weighted plates

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

This fitness equipment replacement is part of the Fitness Division's 10-year asset management plan from 2023-2032. The fitness equipment replacement enables Club Aurora Fitness Centre to maintain service levels and meet the growing needs of the community.

The recumbent bike and upright bike are eight years old and have had to be serviced frequently in the last two years. These repairs have cost over \$3,000 and have resulted in multi week service disruptions as parts had to be ordered and the bikes couldn't be used in the meantime. These bikes are very popular with the older adult demographic due to their accessibility and ease of use.

The bench press bench is over ten years old and is starting to show some wear and thinning in the upholstery.

The weighted plates are over 20 years old and are in fair condition. They are starting to show wear and tear with spots of corrosion etc. These plates are scheduled to be replaced with rubber coated plates which are more modern and provide a more user-friendly use experience. Many private gyms (Club Aurora competitors) are upgrading to these plates.



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

- Maintain customer satisfaction and quality programs by providing state of the art fitness equipment
- Attract new customers and members to utilize our fitness services, thus increasing revenue opportunities
- Minimize liability by ensuring fitness equipment is within its life cycle and reduce the amount of downtime of fitness equipment due to repairs and maintenance work
- Reduce participant accidents by having well maintained fitness equipment

Impact of not approving or delaying the project

- Decrease customer satisfaction and quality of programs
- Increase liability of utilizing outdated fitness equipment to provide service to Aurora residents
- Increase probability of participant accidents with outdated fitness equipment
- Increase maintenance costs
- Risk of service interruptions as older pieces of equipment break down more frequently and have to be taken out of service for repairs

Impact this project has on climate change

No impact on climate change.

Growth and New detailed capital project sheets

Project: GN0062: BACKFLOW PREVENTION METER INSTALLATION

Estimate Start Date: 2026-01

Estimated End Date: 2027-03

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

The main objective of the backflow installation is to prevent water (and potentially contaminants) from entering plumbing systems from flowing back into the Town's water distribution system. This is an expansion of the current project and looks to capture the remaining facilities that were identified, these include: Aurora Sports Dome, 215 Industrial Parkway, 150 Henderson, and Edward Street Fire Hall Station 4-3.

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

This project is a mandatory project required to ensure regulatory compliance with the Ontario Safe Drinking Water Act. This act mandates that proactive measures are taken to protect water systems. Approving this project reduces liability for municipalities by addressing high risk cross connections that could compromise water quality and safety.

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

The benefit of the backflow installation will prevent contaminants from entering the municipal water supply, protecting residents and staff from waterborne illnesses and ensuring safe drinking water. Benefits could also include provincial or federal grants tied to water compliance.

Impact of not approving or delaying the project

The impact of not approving the above noted project is potentially contaminated drinking water. Without the proper installation of backflow devices, pollutants can reverse into the potable water supply leading to contamination.

Impact this project has on climate change

This project supports the goals under Energy Conservation and Demand Management Plan by upgrading Town Facilities.

Project: GN0183: ADP MAKESHIFT NOW IMPLEMENTATION

Estimate Start Date: 2026-03

Estimated End Date: 2026-09

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

The Makeshift Now application is a scheduling and communication tool that integrates with ADP and timecards. Community Services schedules approximately 400 part-time staff members in various jobs throughout the year. These schedules are done on a biweekly, monthly or sessional basis. These schedules are currently being done through an application called Sling or on spreadsheets etc. This capital project captures the setup, implementation and training related to the application. This work will include an organization structural analysis, configuration workshops and testing. Training will then be provided prior to going live with a full roll out. This application will improve operational efficiencies, meet corporate standards for privacy and improve the end user experience (part-time staff). Full time staff are currently spending considerable time, creating schedules, filling vacant shifts, populating and approving timecards in ADP and communicating with part time staff regarding their schedules. This application will cut down on the time required to do this work considerably.

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

This project will create efficiencies in scheduling the large community services part time work force. It will ensure real time communication and shift coverage with the PT workforce, identify scheduling conflicts for staff that work multiple different jobs, reduce back and forth communication between FT staff and PT staff regarding schedules, and automatically populates timecards in ADP when changes are made resulting in less manual entry and fewer errors and adjustments. It also aligns with the Town's corporate policies and standards related to records management and privacy. Staff are using personal devices to access Sling (the current scheduling module) and Sling does state they may disclose and share personal information for a variety of purposes. This makes it difficult for the Town to fulfill our duty to protect privacy of staff. Makeshift is a trusted partner vendor with ADP and has more options to opt out of privacy violating features. Staff will continue to use their personal devices to access this new module.

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

This project will create efficiencies for FT staff by saving time creating schedules, managing vacant shifts and populating timecards. This project will also minimize program cancellations due to no staff coverage as the app can be used in real time to fill shifts and provides users with an alert when shifts become available, ensuring a high level of service to the community.

This project also addresses privacy concerns with the current scheduling application that is being used.

Impact of not approving or delaying the project

Full time staff will continue to spend considerable time creating schedules, communicating with part time staff regarding schedules and adjusting timecards as shift changes are made. Additionally, the Town remains vulnerable to privacy concerns with the continued use of Sling.

Impact this project has on climate change

This project has no impact on climate change.

Project: GN0184: PUBLIC ART INSTALLATION

Estimate Start Date: 2026-02

Estimated End Date: 2027-06

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

With the approval of the Public Art Strategy in May 2025, staff are proposing to undertake Aurora's first public art project in 2026. The process would begin with public consultation to determine the type of public art the community favours and where it should be situated.

Once the scope of the project has been confirmed, a call to artists would be issued, the submissions evaluated by a panel that includes experts and community members, and a successful artist/project selected. The Cultural Services Division would work with the artist to manage the project from conception to installation.

The goal is to have the first public art project installed by 2027.

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

The Town recognizes the importance of public art to Aurora's built environment and its ability to promote tourism and contribute to the economic vitality of the Town. The Cultural Services Division would be responsible for the administration of this project but would require inputs from various departments at different stages of the project.

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

Public art offers numerous benefits, including fostering a sense of place and identity, promoting community engagement, and driving economic development. It also provides opportunities for cultural expression and can deepen connections between and within the neighbourhoods where people reside, work and visit.

Impact of not approving or delaying the project

Not proceeding would delay the implementation of the Council-approved Public Art Strategy.

Impact this project has on climate change

The Town's public art program will support sustainable public art practices that consider the environmental impact of public art and prioritizes local sourcing of materials used to create public art, wherever possible.

Project: GN-F-0106: AURORA TOWN SQUARE SHADE STRUCTURES (CONDITIONALLY APPROVED 2026)

Estimate Start Date: 2026-03

Estimated End Date: 2026-06

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

Installation of two shade structures at Aurora Town Square to cover entertainers and members of the public in Mirkopoulos Plateia. The goal is to provide sheltered spaces for musicians, dancers, presenters and members of the public for live events at Town Square. The optimal location for the shade structure for performers is on the west end of the bridge, opposite the amphitheatre – see diagram below #1. The shade structure for the public would cover the amphitheatre – see diagram below #2.

The objective would be to activate the performers' shade structure for at least ten performances (music and/or dance) annually, plus at least three special events, including Multicultural Festival, Fall Faves Festival, and Christmas Market. The structure may also be used during cultural celebrations such as Holi Festival, Emancipation Day, and Diwali. Additionally, staff project that it would be rented for exclusive use by external community organizers for additional community events.

Performance measurement will be monitored through increased bookings for the outdoor square, increased attendance during performances and increased attendance during non-performance days.

When not in use by performances, shade structure #1 could also serve as an additional space for the public to gather in the shade.

Proposed shade structure locations:



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

Through learned experience this past summer, the shade in the outdoor square was limited and yet the public was eager to enjoy performances or simply to relax in the shade. We also learned that there is increasing demand to use the outdoor space at Aurora Town Square for community events, such as concerts, dance performances, cultural celebrations, and more. The lack of shade, however, makes programming this space impractical due to heat and glare from the sun's reflection. The shade structures would increase the usability of the outdoor space and increase the Town's ability to offer exciting programs for the community's benefit.

The kite/sail like structures have proven to be a popular choice in many areas including some of Aurora's outdoor parks. Shade structure examples:



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

The addition of shade structures would enhance the Town, its partners (Aurora Cultural Centre and Aurora Public Library), performers and the general public. It would result in a noticeable increase of outdoor activations available to residents and visitors of all ages and make the space more attractive as a rentable amenity, thereby generating additional revenue for the Town. This investment would also have a transformative impact on public space in the

downtown neighbourhood, turning this area into an even more vibrant, diverse and unique cultural precinct.

Impact of not approving or delaying the project

Not approving the project would be a limiting factor on the Town's and community's use of this space and make it more difficult to program and rent for revenue generation.

Impact this project has on climate change

This project has limited to no impact on climate change.

Project: GN0192: SPECIAL EVENTS LED SCREEN

Estimate Start Date: 2026

Estimated End Date: 2026

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

Purchase of a mobile LED screen (approximately 20 ft. X 10 ft.) to be used for Movies in the Park and to enhance existing programming, such as Aurora's Arctic Adventure, by tying in sporting events, such as Olympic viewing opportunities. Similarly, with Canada Day and the FIFA World Cup. Owning the LED screen will enable the Town the flexibility to enhance the event experience with various celebratory sporting occasions which organically align.

It will also be used to broadcast cultural events of community interest and themed films that align with existing Town programs (e.g., Indigenous People's Day, Culture Days, Black History Month, Diwali etc.).

Aurora prides itself in hosting strong events. Given that LED screens are a huge event industry trend, they are no longer considered an emerging technology but a staple in modern event production. They are accredited with transforming experiences by offering unmatched image clarity, versatility, and engagement across all events, sports, concerts and cultural experiences. Essentially, they serve as "storytelling powerhouses" allowing for unlimited event opportunities in creating memorable experiences and connections with audiences in new ways.

Performance measurements will be monitored in a variety of ways, including but not limited to; increased attendance at existing events, creating new event experiences that residents do not have to travel for, and further reaffirming Aurora as a cultural and recreation destination.

This investment also provides Aurora a turn-key viable solution to showcase the sporting achievements of athletes who call Aurora home. Residents can cheer on local athletes and experience these sporting events in our community rather than needing to travel outside to other municipalities.

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

Currently, Special Events is using older technology with projecting onto an inflatable screen, which has been very limited for programming due to the late evening starts which impacts the contrast ability of the movies being shown. The LED screen is essential for creating immersive visual environments, enhance storytelling, and improved audience interaction.

Adopting technology like this LED screen will allow Aurora to deliver these immersive experiences that existing and new residents are expecting.

In some cases, there may need to be increased staff involvement due to anticipated larger audiences. However, equally, in creating one-off celebratory viewing parties, more staff

resources are needed but with transferrable programming we are finding staffing resource efficiencies. Further, most of the use will already be incorporated into staff workplans supporting existing events (e.g., Canada Day, Arctic Adventure, Movies in the Park), or it may require only minimal staff presence if it were simply broadcasting as a background experience.

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

Continued investment in Special Event technology will strengthen the Town's position as a well-known municipality for creating gathering and inclusive spaces that bring the community together, builds civic pride, and features innovative programs, special events, and community-focused activities. This also provides a mobile experience that brings special events to different parts of the community. For example, Aurora can provide the community with a viewing opportunity of the FIFA World Cup right on a soccer field, or a Blue Jays World Series game right on a baseball diamond. It will also instil further pride in residents who will now be the destination for friends and family who will travel to Aurora for these event experiences.

Impact of not approving or delaying the project

Not approving the project would limit the Town's ability to reap the benefits that a vibrant community gathering space has for the community, including local businesses. Aurora currently is lagging behind in how Movies in the Park are being offered and are missing enhanced programming through immersive experiences within the special event calendar. When celebratory events are showcased, they will be more expensive to deliver and require more staffing. Residents will have no other option but to travel to another municipality to experience the excitement that comes with this event format. If this project were delayed the inevitable investment will cost more and we may run into supply issues as this is a hard trend with other municipalities.

Impact this project has on climate change

This project has limited to no impact on climate change.

Studies and Other detailed capital project sheets

Project: S00088: DESIGNATED SUBSTANCE SURVEYS PROGRAM

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	-	85.0	85.0	-	-	85.0	-	-
Total	-	85.0	85.0	-	-	85.0	-	-
Project Funding:								
Facilities AM	-	85.0	85.0	-	-	85.0	-	-
Total	-	85.0	85.0	-	-	85.0	-	-

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

The proposed project involves conducting a comprehensive Designated Substance Study (DSS) across assigned Town Facilities to identify the presence of hazardous materials. The key goal is to ensure Town facilities comply with the Ontario Occupational Health and Safety Act and related regulations by assessing current conditions, mitigating health and safety risks, and promoting safe working environments. A core objective is to develop a detailed Asbestos Management Plan (AMP) that outlines procedures for the safe handling, maintenance, and potential removal of asbestos, including training protocols and emergency response measures. Performance will be measured through the completion of the DSS reports for each facility, the establishment and implementation of site-specific AMP documents, and the tracking of staff training and compliance.

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

This project should be approved to ensure compliance with provincial health and safety regulations and to protect staff, contractors, and the public from exposure to possible hazardous materials. By identifying designated substances and implementing an AMP, the Town can proactively manage risk, avoid costly delays during maintenance or renovations, and reduce liability.

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

This project offers significant benefits to both community and Town operations by financially reducing risk of costly emergency abatements, legal claims, and possible regulatory fines. Internally, it improves operational efficiency by enabling better planning for maintenance and capital projects. The project will promote a culture of safety through staff training and safe work practices; demonstrating the Town's commitment to its regulatory requirements and responsible health and safety management.

Impact of not approving or delaying the project

Not approving the project increases the risk of regulatory non-compliance, legal liability, and potential costly delays during facility work.

Impact this project has on climate change

This project supports climate change by enabling safe and efficient building upgrades, reducing environmental contamination and allowing for integration of energy efficient improvements

Project: S00089: BUILDING CONDITION ASSESSMENT

Estimated start date: 2026-Q1 End date: 2027-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+
Project Expenditures:								
Consulting	-	225.0	225.0	-	-	225.0	-	-
Total	-	225.0	225.0	-	-	225.0	-	-
Project Funding:								
Facilities AM	-	225.0	225.0	-	-	225.0	-	-
Total	-	225.0	225.0	-	-	225.0	-	-

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

This project will conduct comprehensive Building Condition Assessments (BCAs) across the Town's facility portfolio and update information collected from past assessments conducted in 2022. The Assessment will provide accurate, data-driven insight into the current state of Town assets. The key goal is to support the Town's Asset Management Program by identifying immediate and future maintenance, repair, and replacement needs. Objectives include documenting the condition of key building systems, estimating remaining service life, and prioritizing investments based on risk and criticality. Performance will be measured by the completion of the assessments and the integration of findings into the Town's 10-year planning process aligning with the town's fiscal and operational goals.

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

This project should be approved as it provides the critical information needed to make informed, proactive decisions about the maintenance and investment strategy for facility assets. Accurate condition assessments can prevent costly emergency repairs, extend the life of assets, and allocate resources more effectively. Updated condition assessments and risk assessments ensure quality and reliability of services provided.

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

The BCAs offer numerous benefits for both the community and Town. Financially, it helps avoid costly emergency repairs and enables data driven, phased investment in facility upgrades, leading to more efficient use of facility reserves. It improves operational performance by giving staff clear data to prioritize maintenance and replacement projects, reducing unexpected downtime and service interruptions. The project will enhance staff's expertise in asset management and strategic planning. Community benefits include safer and well-maintained facilities and increase in quality public services.

Impact of not approving or delaying the project

If not approved, the Town risks costly emergency repairs, unexpected facility closures, and inefficient spending due to the lack of updated data.

Impact this project has on climate change

Updated BCAs positively impact climate change by identifying opportunities to improve building efficiency and reduce energy use. Accurate facility data enables the Town to plan sustainable upgrades, lowers greenhouse gas emissions, and integrate green technologies.

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

Launch Aurora's first-ever Public Art Strategy

The Public Art Strategy will support the development of public art within a municipal context in support of branding and tourism development, neighbourhood design, and cultural expression.

Implement recommendations from the Roadmap for Persons with Disabilities

Staff will begin operationalizing the Roadmap for Persons with Disabilities by planning events and activities, purchasing supplies and forecasting for future resources. Success with this objective will be limited until a dedicated human resource can be secured.

Completed objectives

SARC Gymnasium construction complete

Substantial completion was reached in Q1 2025, with the facility being opened to the public in March 2025. Programs and rentals have enjoyed the new space; reviews have been very favourable.

High Five Registration

The process of registering the municipality as a High Five community has been completed and on-going commitments remain such as staff training, program evaluations and policy and procedure reviews will continue to take place.

Approval of Public Art Strategy and Policy

With Council's endorsement of the Public Art Strategy and Policy, it sets the path forward for enhancing Aurora's cultural experience and artisan exposure through a transparent, inclusive and strategic manner.

Approval of Sport Plan Update

With Council's endorsement of the Sport Plan Update, it reaffirms the priorities that staff will focus on in partnership with our local sports organizations.

Objectives in progress

Recreation Facilities Sponsorship Valuations

Conducting a review of all recreation amenities (pools, arenas, etc.) available for naming rights sponsorship. This review will focus on the valuation of the amenities in order to update the rates being charged for sponsorship.

Third Party Events in Outdoor Town Facilities Policy

Conducting a policy review and updating the policy to incorporate indoor events given the addition of Aurora Town Square and an increasing interest holding larger special events at indoor Town facilities. Recommendations will be presented to Council prior to year end 2025.

Municipal Alcohol Policy

This policy is due for a review and currently focuses primarily on outdoor events. With an increased interest in indoor events, especially at Aurora Town Square, the policy needs to be updated to better reflect the use of indoor spaces as well. Recommendations will be presented to Council prior to year end 2025.

Safety protocols for staff and patrons will be reviewed

In collaboration with CYFS, staff are working towards establishing Fire Safety protocols including the coordination of Fire Drill training for all staff working in Town facilities. Staff are also working on reviewing current security protocols with a goal of establishing safety procedures for different types of incidents that may occur between staff and the public or during Town events/programs.

Close out for the Aurora Town Square and SARC Gymnasium construction projects

As these capital projects wrap up, staff will work diligently with the contractor/consultants to ensure all deficiencies are resolved, standard operating procedures (SOPs) and maintenance routines are established, and warranties are in place and monitored.

Update the Aurora Town Square Business Plan

With Aurora Town Square operational, staff will update the business plan before the end of 2025 to reflect any changes based on lived programming and rental experiences.

Implement the Cultural Action Plan (CAP)

Ongoing implementation of the CAP will include introducing a Cultural Partners associate members program, begin planning for a Cultural Summit in 2026, enhancing Culture Days programming, assisting with the development of additional cultural tourism opportunities, and more.

Community Reflection Space

Completion of the Community Reflection Space at Town Hall that will serve as a central space for the public to commemorate and honour instances of collective mourning and remembrance.

Implement strategies and recommendations from the Sport Plan Update

Staff will begin prioritizing recommendations from the Sport Plan update by actioning on the strategies and tactics recommended.

Parks and Recreation Master Plan Update

Recommendations from the Master Plan update will help guide future parks and recreation investment decisions. Highlighted priorities include development of additional pickleball facilities, consideration of an outdoor artificial ice rink, and completing the new gymnasium at the SARC.

Incorporate Facility Asset Condition Assessment study into multi-year maintenance plan

The information gathered through the 3rd Generation Building Condition Assessment reports will allow for refinement and update to the 10-Year Capital Plan.

Continue with sustainable and energy efficient practices for buildings

Energy Conservation and Demand Management Plan was updated and approved. Various energy conservation projects are being completed (list of projects are in the ECDM Plan).

Advance recommendations of the Sport Field Development Strategy

Staff will continue to explore opportunities to re-purpose existing facilities and develop new partnerships as outlined in the strategy. The partnered agreements for the development of three new artificial turf multi-sport playing fields were completed in 2025. The conversion of one sports field to a higher priority field size has been completed, with others currently under review.

Strategies to recruit and retain part time staff

Part time staff are the backbone of the service delivery in community services. Without enough part time staff, service levels will decline. Staff will work with Human Resources, Academic institutions, Employment agencies etc., to ensure there are strategies to retain the complement of part time staff required to maintain service levels. Staff continue to make this a priority and have had some success in this area with programs such as the Adult Career Training program (made possible through a grant).

Expansion of the Civil Ceremony Wedding program in Council Chambers to include Saturday requests & Launch of the new Petch House Wedding Chapel

Access Aurora identified a need in the community (post-pandemic) for additional civil ceremony availability to include additional days and occasional weekend dates. Previously only Friday afternoons were allocated for weddings. Access Aurora worked with the bookings team in Business Support to pre-determine extra dates, including a trial of one Saturday every quarter.

Saturday requests have extended beyond one per quarter to accommodate wedding customers wanting the new Petch House location. Staff have been able to accommodate extra dates on an ad-hoc basis. Staff resources allocated for civil ceremonies have stayed the same while accommodating the services, generating extra revenue for the Town.

Harmonization of services offered by Access Aurora and Business Support (Recreation Customer Service)

Since the transition of Access Aurora into the Community Services Department, Access Aurora and the Recreation Customer Service team in Business Support have been working together to identify and implement service harmonization wherever practical. Several shared services have been adopted in the previous two years, and work will continue in 2026 to identify and implement further strategies.

Abandoned objectives

None