



STUDIES AND OTHER CAPITAL PROJECTS

AS APPROVED ON DECEMBER 14, 2021

Studies & Other Capital

(\$000s)

Proposed new capital or increases to capital

Detailed project sheets are provided for all projects where an increase or new capital budget is requested.

Project	Proposed Capital Budget Authority	Previously Approved Budget	Proposed Budget Change	Reason for budget change	Detailed Project Sheet Page #
Community Services					
73331 - Parks & Recreation Master Plan	100.0		100.0	New capital project	19-5
	100.0	-	100.0		
Corporate Services					
13026 - Risk Management (Conditionally Approved 2022)	70.0	30.0	40.0	Next Phase of Risk Mangement Project- Development of Procedures and Processes. Conditionally approved in 2022.	19-7
14105 - IT Security Penetration Testing	25.0	-	25.0	New capital project	19-9
	95.0	30.0	65.0		
Total	195.0	30.0	165.0		

Studies & Other Capital

(\$000s)

Previously approved 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.

Project	Proposed Capital Budget Authority	Previously Approved Budget	Proposed Budget Change	Reason for budget decrease (if applicable)
Office of the CAO				
12026 - Organization Structural Review	125.0	125.0	-	
12032 - Resident Survey - 2019	30.0	30.0	-	
12042 - Municipal Levels of Service Review	100.0	100.0	-	
	255.0	255.0	-	
Community Services				
73329 - Building Condition	175.0	175.0	-	
72206 - Back Up Generation for Evacuation Centre	50.0	50.0	-	
72459 - Facilities Study	90.0	90.0	-	
	315.0	315.0	-	
Corporate Services				
13020 - Appraisal of Town Buildings - 2019	45.0	45.0	-	
13015 - Employee Engagement Survey - 2020	50.0	50.0	-	
13021 - Diversity and Inclusion Strategy Consultant	30.0	30.0	-	
13027 - Job Hazard Assessments	30.0	30.0	-	
13011 - Emergency Response Plan Update and Continuation of Operations Plan	80.0	80.0	-	
14073 - Information Technology Strategic Plan Implementation - Studies and Other	230.0	230.0	-	
	465.0	465.0	-	
Finance				
14077 - Community Benefit Charge Study and DC update	50.0	50.0	-	
14080 - Procurement Modernization	65.0	65.0	-	
14087 - Town of Aurora-Second Generation Asset Management Plan	70.0	70.0	-	
	185.0	185.0	-	

Studies & Other Capital

(\$000s)

Previously approved 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.

Project	Proposed Capital Budget Authority	Previously Approved Budget	Proposed Budget Change	Reason for budget decrease (if applicable)
Operational Services				
73260 - Environmental Monitoring of 2C Lands	212.4	212.4	-	
	212.4	212.4	-	
Planning & Development Services				
12044 - Aurora Economic Development Corporation Marketing Campaign	20.0	20.0	-	
42809 - Municipal Energy Plan	180.0	180.0	-	
42810 - Climate Change Adaptation Plan	100.0	100.0	-	
43040 - Water Hydraulic Model for the Town	100.0	100.0	-	
42059 - Storm Sewer Reserve Fund and Rates Study	150.0	150.0	-	
31175 - Parking Lot Rehabilitation Study	200.0	200.0	-	
34562 - Active Transportation Master Plan	150.0	150.0	-	
81001 - Official Plan Review/Conformity to Places to Grow	750.4	750.4	-	
81032 - Town Wide Green Development Guidelines	50.0	50.0	-	
81027 - Municipal Heritage Register Review and Update	100.0	100.0	-	
81031 - Development Review Process and Fee Structure Review	75.0	75.0	-	
	1,875.4	1,875.4	-	
Total	3,307.7	3,307.7	-	

Town of Aurora

Capital Projects

Project	73331 Parks & Recreation Master Plan		
Department	Community Services		
Version	Final Approved Budget	Year	2022

Financial Information								
	Budget		10-Year Plan					
	Previously Approved Budget	Capital Budget Authority	Budget Change	Actuals to Dec 31/2020	2021 Forecast	2022	2023	2024-2031
<i>Expenditures</i>								
Estimated Expenditures								
CONSULTING		100,000	100,000			100,000		105,000
		100,000	100,000			100,000		105,000
Expenditures Total		100,000	100,000			100,000		105,000
<i>Funding</i>								
Other Funding Sources								
STUDIES & OTHER RES CONT'N						100,000		105,000
						100,000		105,000
Funding Total						100,000		105,000

TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018

Q1 2022 - Q4 2022

Provide a brief overview of the project and include the key goals, objectives and performance measures.

The Parks and Recreation Master Plan was last updated in 2016 and was designed to guide the Town in the Parks and Recreation needs of the community through 2021. The current Master Plan covered a five year term which outlined facility recommendations for the years 2016 through 2021. Since the Master Plan was completed, separate plans have also been completed, specifically to address outdoor sports fields, aquatics facilities, and pricing/affordability.

To remain current with the recreation trends and needs of the growing community, staff suggest that the Master Plan be updated in 2022 and again in 2028. The update will involve a significant public process and consultation with all user groups to assist in developing the revised Plan.

Provide the reasons the project should be approved and what will be the impact of the project to service levels.

At Council's request in 2021, staff committed to completing an updated Parks & Recreation Master Plan in 2022 in order to provide updated analysis and community input for planning future parks and recreation services and amenities. Capacity exists to complete this work without negatively impacting service, while having an updated Master Plan will help improve service delivery in planning future projects and services.

Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits.

Updating the Master Plan provides staff and Council with current analysis and community input on a wide range of parks and recreation issues, which will assist Council in establishing future priorities.

Town of Aurora

Capital Projects

Project	73331 Parks & Recreation Master Plan		
Department	Community Services		
Version	Final Approved Budget	Year	2022

Please provide an explanation of what the outcomes would be if the project was not approved.

In the absence of a Master Plan, the need for ad-hoc studies may result in increased expense and delays, or projects could potentially move forward without the benefit of up to date analysis and community input.

Town of Aurora

Capital Projects

Project	13026 Risk Management (Conditionally Approved 2022)		
Department	Corporate Services		
Version	Final Approved Budget	Year	2022

Financial Information								
	Budget		10-Year Plan					
	Previously Approved Budget	Capital Budget Authority	Budget Change	Actuals to Dec 31/2020	2021 Forecast	2022	2023	2024-2031
Expenditures								
Estimated Expenditures								
CONSULTING	30,000	70,000	40,000		30,000	40,000		
	30,000	70,000	40,000		30,000	40,000		
Expenditures Total	30,000	70,000	40,000		30,000	40,000		
Funding								
Other Funding Sources								
STUDIES & OTHER RES CONT'N					30,000	40,000		
					30,000	40,000		
Funding Total					30,000	40,000		

TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018

Ongoing. 2022 Budget Authority conditionally approved. Staff to submit report to Council.

Provide a brief overview of the project and include the key goals, objectives and performance measures.

To retain consultant(s) to assist Legal Services with drafting and implementing new and updated Risk Management procedures and processes (including training of staff) that align with the Town's new Risk Management Policy and Program. This supports the Town in building a resilient organization, protecting the Town against liability to third parties and the loss of assets, and stabilizing and reducing the costs associated with risk to the Town.

Provide the reasons the project should be approved and what will be the impact of the project to service levels.

The Town's risk related procedures and processes are outdated and have not been revised since 2001. The best practice amongst organizations has been to update procedures and processes every five years. Updated procedures and processes will align with the new corporate-wide Risk Management Policy/Program, will ensure a structured, consistent and continuous process across the whole organization for responding to risks. The Town's Risk Management Policy is in the process of being revised and will be finalized in 2021.

Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits.

Benefits of new procedures and processes include: bringing awareness of risk to Council and all staff, consistency, efficiency and improved program/project delivery, allow better control over the Town's resources including tangible resources; cost savings - managing risk will reduce the possibility of costly mistakes; and help build a stronger more resilient organization.

Town of Aurora

Capital Projects

Project	13026 Risk Management (Conditionally Approved 2022)		
Department	Corporate Services		
Version	Final Approved Budget	Year	2022

Please provide an explanation of what the outcomes would be if the project was not approved.

By not implementing a new and updated procedures and processes, the Town may experience: economic losses through an increase in claims; operational inefficiency; an increase in liability to third parties; increased incidents of personal injury; loss of Town assets.

Town of Aurora

Capital Projects

Project	14105 IT Security Penetration Testing		
Department	Corporate Services		
Version	Final Approved Budget	Year	2022

Financial Information								
	Budget		10-Year Plan					
	Previously Approved Budget	Capital Budget Authority	Budget Change	Actuals to Dec 31/2020	2021 Forecast	2022	2023	2024-2031
<i>Expenditures</i>								
Estimated Expenditures								
CONTRACTS		25,000	25,000			25,000		
		25,000	25,000			25,000		
Expenditures Total		25,000	25,000			25,000		
<i>Funding</i>								
Other Funding Sources								
STUDIES & OTHER RES CONT'N						25,000		
						25,000		
Funding Total						25,000		

TARGET START DATE AND END DATE: Use format Q4 2017 - Q1 2018

Q1 2022 - Q3 2022

Provide a brief overview of the project and include the key goals, objectives and performance measures.

This project provides funding to hire an external cybersecurity firm to attempt to break into our environment. They have a standard set of tests they run against our environment. A full report is provided to the Town of any security gaps they identify. The report also provides mitigation we can employ to fill the gap.

Provide the reasons the project should be approved and what will be the impact of the project to service levels.

This project assures the Town that all our data is safe from sinister external forces such as ransomware attacks. Any gaps they find can be quickly addressed by the IT staff. This is an activity we typically do every other year. The procurement of this service was a collaborative effort between all six of the northern municipalities (N6).

Explain the benefits of the project which could include Citizen/Client, compliance, financial, internal, learning & growth or utility benefits.

This exercise will highlight any cybersecurity gaps and provide instructions on how to close. We will have a much stronger defence in depth strategy after this project.

Please provide an explanation of what the outcomes would be if the project was not approved.

If not approved, existing security gaps may not be identified or closed providing a possible attack vector to any organization with malicious intent.

Studies & Other Capital - 10 Year Plan

	LTD Budget	LTD Actuals 2020	2021 YTD Actuals	Remainin Budget	Capital Spending Commitme	Budget Change	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
02 CAO																			
03 Studies & Other																			
12026 Organization Structural Review	125,000	61,862		63,138	125,000		36,569	26,569											
12032 Resident Survey - 2019	30,000			30,000	30,000		30,000												
12038 TOA Strategic Plan Update - 2026												89,100							
12039 Residents Survey - 2022												32,100							
12040 Residents Survey - 2025												34,100							
12042 Municipal Levels of Service Review	100,000		109,625	100,000	100,000		100,000												
Total 03 Studies & Other	255,000	61,862	109,625	193,138	255,000		166,569	26,569				155,300							
Total	255,000	61,862	109,625	193,138	255,000		166,569	26,569				155,300							
04 Operational Services																			
03 Studies & Other																			
34010 Lougheed Court Road Drainage Study									50,000										
34011 Marsh Harbour Road Drainage Study									50,000										
34423 Green Fleet Operating Policies	212,400	114,343	4,884	98,057	212,401	1	20,000	78,058				57,100							
73260 Environmental Monitoring of 2C Lands																			
Total 03 Studies & Other	212,400	114,343	4,884	98,057	212,401	1	20,000	78,058	115,000			57,100							
Total	212,400	114,343	4,884	98,057	212,401	1	20,000	78,058	115,000			57,100							
05 Community Services																			
03 Studies & Other																			
72206 Back-Up Generation for Evacuation Centre	50,000			50,000	50,000		50,000												
72459 Facilities Study	90,000			90,000	90,000		90,000												
73329 Building Condition Assessment & Energy Audits	175,000		9,864	175,000	175,000		175,000												
73331 Parks & Recreation Master Plan					100,000		100,000												105,000
74027 Recreation Needs Assessment for Persons with Disabilities									80,000										
Total 03 Studies & Other	315,000		9,864	315,000	415,000	100,000	175,000	240,000	80,000										105,000
Total	315,000		9,864	315,000	415,000	100,000	175,000	240,000	80,000										105,000
08 Planning & Development Services																			
03 Studies & Other																			
12044 Aurora Economic Development Corporation Marketing Campaign	20,000			20,000	20,000		20,000												
31175 Parking Lot Rehabilitation Study	200,000	79,591	37,942	120,409	200,000		33,000	87,409				100,000							
34530 Master Transportation Study Update - 2026	150,000			150,000	150,000		75,000	75,000											
34562 Active Transportation Master Plan	150,000			150,000	150,000		75,000	75,000											
41012 Wastewater Hydraulic Model	150,000	47,692		102,308	150,000		102,308		100,000										
42059 Storm Sewer Reserve Fund and Rates Study													75,000						
42807 Community Environmental Action Plan																			
42809 Municipal Energy Plan	180,000	130,095	14,230	49,905	180,000		14,230	35,675											
42810 Climate Change Adaptation Plan	100,000		35,165	100,000	100,000		50,000	50,000											
42811 Corporate Energy Management Plan - 2024									50,000										
42812 Corporate Energy Management Plan - 2028													50,000						
43040 Water Hydraulic Model for the Town	100,000	82,487		17,513	100,000		17,513		100,000										
81001 Official Plan Review/Conformity to Places to Grow	750,374	502,789	142,029	247,585	750,374		75,000	75,000	97,585	100,000	100,000	100,000							
81027 Municipal Heritage Register Review and Update	100,000	2,888	32,380	97,112	100,000		77,112	20,000											
81029 Zoning By Law Update										100,000	100,000	50,000							

Studies & Other Capital - 10 Year Plan

	LTD Budget	LTD Actuals 2020	2021 YTD Actuals	Remainin Budget	Capital Spending Commitme	Budget Change	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
81030 Economic Development Strategic Plan									100,000					100,000				
81031 Development Review Process and Fee Structure Review	75,000	69,852	71,717	5,148	75,000		5,148											
81032 Town Wide Green Development Guidelines	50,000		36,122	50,000	50,000		25,000											
Total 03 Studies & Other	1,875,374	915,394	369,585	959,980	1,875,374		392,003	470,392	522,585	200,000	200,000	150,000	125,000	100,000				
Total	1,875,374	915,394	369,585	959,980	1,875,374		392,003	470,392	522,585	200,000	200,000	150,000	125,000	100,000				
13 Financial Services																		
03 Studies & Other																		
14067 DC Background Study - 2024									125,000									
14077 Community Benefit Charge Study and DC update	50,000		16,793	50,000	50,000		24,274	25,726										
14078 DC Background Study - 2029	65,000		57,667	65,000	65,000		65,000							100,000				
14080 Procurement Modernization	70,000		71,232	70,000	70,000		70,000											
14087 Town of Aurora-Second Generation Asset Management Plan	185,000		145,692	185,000	185,000		159,274	25,726	125,000					100,000				
Total 03 Studies & Other	185,000		145,692	185,000	185,000		159,274	25,726	125,000					100,000				
Total	185,000		145,692	185,000	185,000		159,274	25,726	125,000					100,000				
15 Corporate Services																		
03 Studies & Other																		
13011 Emergency Response Plan Update and Continuation of Operations Plan	80,000	33,191		46,809	80,000		15,000	31,809										
13015 Employee Engagement Survey - 2020	50,000	17,967	1,587	32,033	50,000		1,587	30,446										
13016 Employee Engagement Survey - 2024										54,700								
13017 Employee Engagement Survey - 2026												58,300						
13020 Appraisal of Town Buildings - 2019	44,969	29,996		14,973	44,970	1	8,974	3,000	3,000									
13021 Diversity and Inclusion Strategy Consultant	30,000		33,072	30,000	30,000		16,536	13,464										
13022 Appraisal of Town Buildings - 2029															44,000			
13026 Risk Management (Conditionally Approved 2022)	30,000		11,702	30,000	70,000	40,000	30,000	40,000										
13027 Job Hazard Assessments	30,000			30,000	30,000		30,000											
14073 Information Technology Strategic Plan Implementation - Studies and Other	230,000	21,690	3,778	208,310	230,000		28,778	179,532	50,000	50,000								
14074 IT Strategic Plan												91,000						
14096 GIS Strategic Plan					25,000	25,000		25,000	50,000									
14105 IT Security Penetration Testing			50,139	392,125	559,970	65,001	130,875	323,251	40,000									
14106 Security Awareness Training	494,969	102,844	50,139	392,125	559,970	65,001	130,875	323,251	143,000	104,700								
Total 03 Studies & Other	494,969	102,844	50,139	392,125	559,970	65,001	130,875	323,251	143,000	104,700					44,000			
Total	494,969	102,844	50,139	392,125	559,970	65,001	130,875	323,251	143,000	104,700					44,000			
Total Capital Projects	3,337,743	1,194,443	689,789	2,143,300	3,502,745	165,002	1,043,721	1,163,996	985,585	304,700	200,000	511,700	125,000	200,000	44,000			105,000