



# CAPITAL BUDGET

As adopted November 28, 2024

# 2025 Capital Budget and 10-Year Capital Plan

The Capital Budget includes capital spending of \$65.3 million in 2025. The Capital Budget Authority of \$213.9 million includes an increase of \$30.9 million after the closure of 44 projects with a total budget of \$18.8 million. The 10-Year Capital Plan includes years 2025 to 2034 with a total of \$371.2 million in capital projects.

## The budget includes \$213.9 million of Capital Budget Authority

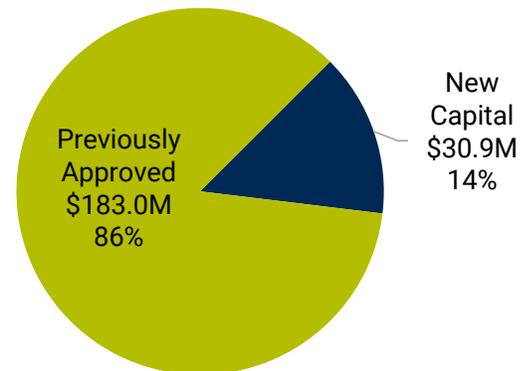
Capital Budget Authority represents the multi-year commitment needed to complete the active phase of capital projects. This includes contracts for consulting services, the lead time for the purchase of vehicles or the construction of the project. Sometimes, these contractual commitments may need to be made in the year before the spending occurs due to the longer lead time required to procure a good or service.

Capital Budget Authority is made up of four elements:

- + Life to date actuals spent on a project to the end of the last fiscal year
- + The current year's expenditure forecast
- + The cash flow planned in the first budget year
- + The cash flow, as required, for future budget years where contractual commitments are planned

This means the 2025 Capital Budget Authority includes actuals to December 31, 2023, plus the 2024 forecast, plus 2025 capital cash flow and capital from 2026 and beyond only as required. This budget includes a total of \$213.9 million in Capital Budget Authority which is made up of \$183.0 million in previously adopted capital project budgets and \$30.9 million in new budget requests.

## 2025 Capital Budget Authority



## 2025 Capital Budget Authority

(\$000s)	Previously Approved Budget	2025 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/23	2024 Forecast	2025	2026+
Asset Management	62,360.8	85,764.9	23,404.2	11,501.4	22,943.8	45,427.5	5,892.3
Growth & New	116,544.1	122,760.2	6,216.1	76,666.1	27,833.5	18,016.6	244.0
Studies & Other	4,133.4	5,383.4	1,250.0	1,732.0	1,567.8	1,893.6	190.0
<b>Approved Budget</b>	<b>183,038.3</b>	<b>213,908.5</b>	<b>30,870.2</b>	<b>89,899.5</b>	<b>52,345.1</b>	<b>65,337.6</b>	<b>6,326.3</b>

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

### Most of the planned 2025 spending is for asset management and growth

In 2025, the Budget plans for \$65.3 million spending on capital projects. This includes \$45.4 million for asset management, \$18.0 million for growth and \$1.9 million for studies and other.

Most of the \$60 million for asset management capital is for projects included in the capital programs: facilities, fleet, roads maintenance, parks, storm sewer, information technology and with the largest share, \$22.7 million for roads and related infrastructure including:

- Rehabilitation of Marksbury Court, Gilbank Drive, Lacey Court and McLeod Drive from Aurora Heights Drive to Wellington Street West
- Rehabilitation of Mill Street and Temperance Street
- Top asphalt installation on Goulding Avenue and installation of new sidewalk on Eric T. Smith Way
- Construction of the parking lot at the Stronach Aurora Recreation Complex (SARC)
- Rehabilitation of Sisman Avenue, Hollidge Boulevard and John West Way

Other asset management projects include:

- Construction of Delayne Drive
- Sediment removal and remediation of stormwater ponds C1 and C4
- Reconstruction of playground, picnic shelter and courts replacement at the Fleury Park
- Boardwalk upgrade at the Benjamin Pearson Parkette
- Playground replacement and walkway repaving at Tom's Park
- Water Meter Replacement project
- AFLC arena dehumidification replacement
- Replacement of Town Hall roof Phase 2

## Capital Budget Authority and 2025 planned spending by department

(\$000s)	Previously Approved Budget	2025 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/23	2024 Forecast	2025	2026+
<b>Office of the CAO</b>							-
Asset Mgmt	-	50.0	50.0	-	-	25.0	25.0
Studies & Other	125.0	125.0	-	61.9	63.1	-	-
	125.0	175.0	50.0	61.9	63.1	25.0	25.0
<b>Community Services</b>							-
Asset Mgmt	5,670.4	7,693.4	2,023.0	1,314.7	1,337.9	5,040.8	-
Growth & New	68,601.6	68,661.6	60.0	51,697.9	14,513.0	2,450.8	-
Studies & Other	465.0	480.0	15.0	193.3	174.2	112.5	-
	74,737.0	76,835.0	2,098.0	53,205.9	16,025.0	7,604.1	-
<b>Corporate Services</b>							-
Asset Mgmt	1,632.9	1,632.9	0.0	1,495.1	-	137.8	-
Growth & New	773.1	923.1	150.0	479.6	210.7	172.8	60.0
Studies & Other	243.2	283.2	40.0	171.1	16.8	75.3	20.0
	2,649.2	2,839.2	190.0	2,145.8	227.4	385.9	80.0
<b>Finance</b>							-
Asset Mgmt	11,266.4	14,107.4	2,841.0	6,526.3	2,313.5	3,469.5	1,798.0
Growth & New	568.1	568.1	-	240.0	103.1	225.0	-
Studies & Other	445.0	615.0	170.0	156.3	161.4	277.3	20.0
	12,279.5	15,290.5	3,011.0	6,922.6	2,578.0	3,971.8	1,818.0
<b>Operational Services</b>							-
Asset Mgmt	7,366.0	12,111.3	4,745.4	703.4	3,748.3	6,924.6	735.0
Growth & New	24,677.2	25,190.7	513.5	4,646.6	11,070.1	9,324.0	150.0
Studies & Other	364.5	364.5	-	172.1	166.3	26.1	0.0
	32,407.7	37,666.5	5,258.9	5,522.1	14,984.7	16,274.8	885.0
<b>Planning &amp; Development Services</b>							-
Asset Mgmt	35,657.5	49,327.3	13,669.8	852.2	15,386.0	29,754.8	3,334.2
Growth & New	7,117.5	12,510.1	5,392.5	5,161.7	1,570.5	5,743.9	34.0
Studies & Other	2,320.6	3,345.6	1,025.0	921.2	872.1	1,402.3	150.0
	45,095.6	65,183.0	20,087.4	6,935.1	17,828.6	36,901.0	3,518.2
<b>Subtotal</b>	<b>167,293.9</b>	<b>197,989.1</b>	<b>30,695.2</b>	<b>74,793.3</b>	<b>51,706.9</b>	<b>65,162.6</b>	<b>6,326.3</b>
<b>Central York Fire Services</b>							-
Growth & New	13,706.3	13,706.3	-	13,540.1	166.2	-	-
	13,706.3	13,706.3	-	13,540.1	166.2	-	-
<b>Aurora Public Library</b>							-
Asset Mgmt	767.7	842.7	75.0	609.6	158.1	75.0	-
Growth & New	1,100.3	1,200.3	100.0	900.3	200.0	100.0	-
Studies & Other	170.0	170.0	-	56.2	113.8	-	-
	2,038.0	2,213.0	175.0	1,566.1	471.9	175.0	-
<b>Approved Budget</b>	<b>183,038.3</b>	<b>213,908.5</b>	<b>30,870.2</b>	<b>89,899.5</b>	<b>52,345.1</b>	<b>65,337.6</b>	<b>6,326.3</b>

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

Capital spending on growth represents \$18.0 million of the planned spending for 2025. Most of this is for roads, facilities and parks projects such as: construction of active transportation facility on both sides of Yonge Street from Bloomington Road to the Metrolinx railway overhead bridge north of Industrial Parkway, construction of the 7,500 square-foot gym at the Stronach Aurora Recreation Complex, completion of the Artificial Turf at Arora Barbarians School and development of St. Anne’s School Park.

Studies and other projects represent the smallest amount of the planned spending at \$1.9 million. Studies planned for 2025 include: IT Strategic Plan update, Zoning by-law update, Stormwater and Stream Master Plan update, Water and Wastewater Master Plan update, Solid Waste Reduction plan, Town-wide Pedestrian Crossing study and Community Planning Permit System development.

**Three departments account for 84.9% of the Capital Budget Authority**

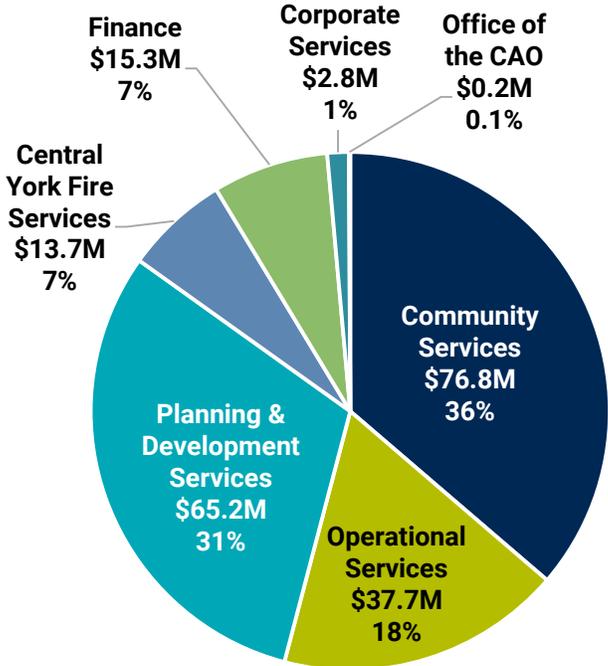
Community Services, Operational Services and Planning and Development Services represent 84.9 percent of the Capital Budget Authority.

The mix of project types vary across these three largest budgets. Planning and Development Services has the largest amount of asset management Capital Budget Authority as it includes \$38.9 million for roads program and \$7.1 million for the storm sewer program projects.

Community Services total Capital Budget Authority includes 89 percent for growth and new projects, while the Operational Services capital budget has growth and new at 67 percent of their budget and asset management at 32 percent.

More information on the Capital Budget priorities and initiatives can be found in the departmental business plans.

**Capital Budget Authority by department**



**The 10-Year Capital Plan includes \$371.2 million in planned spending**

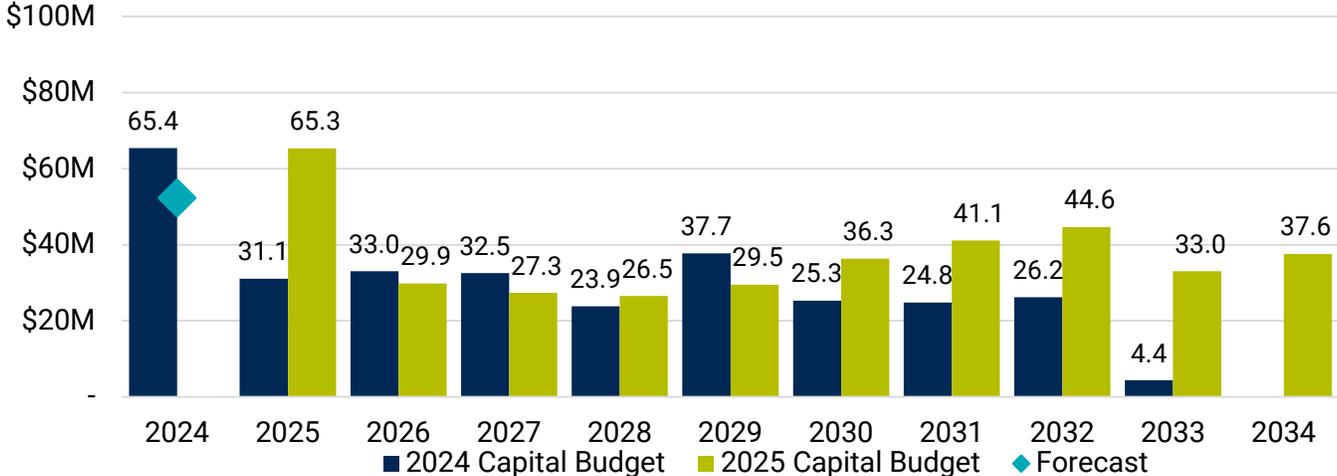
The 10-Year Capital Plan continues to focus its investments in asset management projects representing 82 percent of the capital plan, with growth and new at 16 percent and studies and other at 2 percent.

**The 10-Year Capital Plan has increased compared to last year’s plan**

When comparing the nine common years of this 10-Year Capital Plan to last year’s 10-Year Capital Plan, 2025 to 2033, it has increased \$94.8 million. The primary reason for this increase

is addition of roads, parks and facilities projects in 2033 which were not included in the 2024 10-year capital plan and the impact of inflation on planned capital projects and \$13.1 million from the 2024 forecast being deferred and re-cash flowed into future years. The inflationary impact on planned capital projects has led to increased pressure on Town’s tax-funded reserves. The details related to the impact on reserves are captured under the Reserves and Debt Management chapter of the Budget.

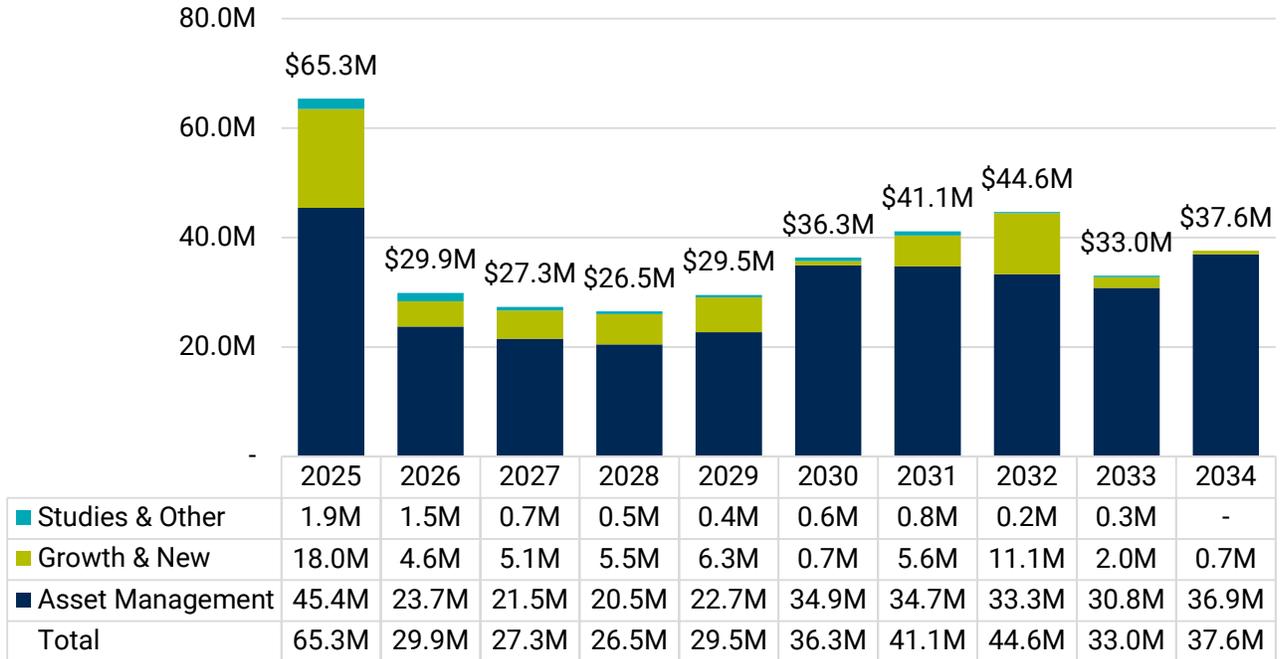
**10-Year Capital Plan compared to last years’ plan**



**The spending in the 2025 10- year capital plan focuses more on asset management**

The 2025 10-year capital plan aimed to include all Asset Management Plan projects as recommended in the recently approved second-generation asset management. Therefore, most of the recommended projects were added to the plan to support the Town existing infrastructure in the outer years. However, as the Asset Management Plan’s recommended contributions to the reserves will phase in over 15 years, during this time the backlog of asset management projects will continue to grow. Because of which \$32.2 million of roads, \$1.8 million of water, \$10 million of wastewater and \$9.5 million of stormwater asset management projects recommended in the plan were excluded in the 10-year capital plan. This exclusion will reduce levels of service for the respective asset categories along with increase in operating budget pressure due to operational maintenance cost. Removal of the projects from the 10-year plan due to affordability crises is a short-term solution.

## 10-Year Capital Plan project profile



### Capital programs are providing flexibility in delivering asset management projects

The 2025 Budget expands the use of capital programs for almost all asset management projects. Capital programs provide flexibility and enable staff to manage variances of existing approved capital projects. Programs reduces the delay needed to seek Council approval for additional capital budget authority when tenders come in higher than expected. In turn, this results in staff being able to improve the delivery of capital program associated projects resulting in project delivery efficiencies.

The Capital Budget Authority for all capital programs totals \$83.2 million with \$45.2 million planned to be spent in 2025. These programs also represent 97 percent of the asset management capital spending authority.

## Capital Budget Authority for capital programs

(\$000s)	Previously Approved Budget	2025 Budget		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/23	2024 Forecast	2025	2026+
<b>Asset Management Capital Programs</b>							
Facilities	5,387.0	7,037.0	1,650.0	1,247.9	1,279.4	4,509.7	-
Community Programs	283.4	656.4	373.0	66.9	58.5	531.0	-
Fleet	1,452.5	2,987.5	1,535.0	37.7	1,414.8	800.0	735.0
Parks	3,811.2	5,928.9	2,117.7	531.1	1,711.0	3,686.8	-
Public Works	2,102.3	3,195.0	1,092.7	134.6	622.5	2,437.8	-
Finance	8,672.8	10,622.8	1,950.0	5,988.4	1,502.9	1,731.5	1,400.0
IT Services	2,593.5	3,484.5	891.0	538.0	810.5	1,738.0	398.0
Roads	27,487.2	38,937.8	11,450.6	781.0	15,166.0	22,690.8	300.0
Storm Sewer	5,313.0	7,107.2	1,794.2	71.2	70.0	5,674.0	1,292.0
Water Wastewater	2,857.2	3,282.2	425.0	-	150.0	1,390.0	1,742.2
<b>Approved</b>	<b>59,960.2</b>	<b>83,239.4</b>	<b>23,279.2</b>	<b>9,396.7</b>	<b>22,785.7</b>	<b>45,189.7</b>	<b>5,867.3</b>

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

## The 10-Year Capital Plan links to the capital planning pillar of the Fiscal Strategy

The capital plan focuses on the first 10 years of the longer-term capital planning identified in the Fiscal Strategy. Over the last few years, the capital plan became more refined as some of the strategic actions of the Fiscal Strategy are completed. The strategic actions that provide the greatest support to the 10-year Capital Plan are:

- Further development of asset management planning including defining service levels
- The alignment of the development charge study and the capital plan with the latest legislative changes
- Continuous improvement of longer-term growth forecasts to maintain existing levels of service for the latest housing targets

## 10-year asset management capital is based on the asset management plan

All phases of the second-generation asset management plan due by July 1, 2025, are complete. This work streamlines the development of the 10-Year Capital Plan by informing which projects are to be included in the 10-year plan. The Asset Management Plan effectively creates a long-term reliable capital plan for asset management.

## Asset management forecasted capital planning needs by decade



Source: Town of Aurora CityWide Asset Management System  
Based on current assets with replacement costs indexed for inflation

## The capital plan will need to continue to adapt to the pace of growth

Growth projects in the capital plan need to be aligned with the timing of when the growth will happen. This means the budget must adapt to the timing of growth. One of the key pieces for managing growth projects in the plan is the amount of development charge revenues available. These can slow or accelerate based on market conditions but can also be constrained by servicing capacity (the ability to provide water and wastewater services to new properties). Recently approved legislative changes by the province will also impact the ability to fund growth projects from development changes. These factors need to be considered when planning new growth projects.

## Future large growth projects will need support from higher levels of government

In 2025 10-year capital plan, includes a new “unfunded” category for capital projects. The projects in this category will need financial support from higher levels of government to proceed, as the Town cannot afford to proceed with these projects.

This category includes projects such as:

- Cousins Drive pedestrian underpass
- Underpass development north of St. Johns at Yonge Street
- Promenade public parking solution
- Grade separated crossing at Bayview/Rickyard, Elderberry and at Beacon Hal

Some of these projects are partially funded through development charges, however the constraint, particularly for the underpasses and grade separation, is on the portion that would

need to be funded through the growth and new reserve which is tax levy funded. Proceeding with these projects, without another funding source, would put significant pressure on the taxpayers in Aurora as these projects have a high cost to construct and cost of construction of these projects in some instances are based on pre-covid construction cost estimates and the actual construction cost is very likely to be higher in the future years.

The Town will seek out grant opportunities from the federal and/or provincial governments. Should the Town be successful in obtaining sufficient grant funding, then the project will proceed.

Detailed individual project information can be found in Tabs 17 through 19 of this Budget.