



**Town of Aurora
Special Meeting of Council
Revised Agenda**

Date: Monday, September 25, 2023
Time: 6 p.m.
Location: Council Chambers, Aurora Town Hall

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	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Approval of the Agenda	
4. Declarations of Pecuniary Interest and General Nature Thereof	
5. Delegations	
6. Consideration of Items Requiring Discussion	
*6.1 CMS23-037 - Aurora Town Square Report Chronology	1
(Presentation to be provided by Doug Nadorozny, Chief Administrative Officer, and Robin McDougall, Director of Community Services)	
1. That Report No. CMS23-037 be received for information.	
6.2 CMS23-036 - Aurora Town Square - Heritage, Programming and Special Events	59
(Presentation to be provided by Shelley Ware, Recreation Supervisor Special Events, Michelle Johnson, Collections and Exhibitions Coordinator, and Nichole Campsall, Cultural Development Coordinator)	
1. That Report No. CMS23-036 be received for information.	
*6.3 Aurora Cultural Centre Programming Presentation	90
(Presentation to be provided by Suzanne Haines, Executive Director, Aurora Cultural Centre)	

*6.4	Aurora Public Library/Aurora Town Square Programming Presentation	105
	(Presentation to be provided by Bruce Gorman, Chief Executive Officer, Aurora Public Library)	
*6.5	CS23-038 - Aurora Town Square Business Plan	132
	(Presentation to be provided by Phil Rose, Manager of Cultural Services)	
	1. That Report No. CMS23-038 be received; and	
	2. That the 2024-2026 Aurora Town Square Business Plan be approved, and that its financial implications be inserted into the draft operating budget for Council's review and approval.	
*6.6	CMS23-042 - Aurora Cultural Centre Staffing Plan	218
	1. That Report No. CMS23-042 be received for information.	
6.7	CMS23-034 - Aurora Town Square Grand Opening	226
	(Presentation to be provided by Shelley Ware, Recreation Supervisor Special Events)	
	1. That Report No. CMS23-034 be received for information.	
6.8	CMS23-039 - Aurora Public Library - Memorandum of Understanding	236
	1. That Report No. CMS23-039 be received for information.	
7.	Confirming By-law	
7.1	By-law Number XXXX-23 - Being a By-law to confirm actions by Council resulting from a Special Meeting of Council on September 25, 2023	241
8.	Adjournment	



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Town of Aurora
Council Report
No. CMS23-037

Subject: Aurora Town Square Report Chronology

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-037 be received for information.

Executive Summary

This report provides a reverse chronological summary of Aurora Town Square (formerly Library Square) Council reports and resolutions between 2017 and 2023.

Background

Beginning with the latest Aurora Town Square (ATS) report presented to Council on July 4, 2023, this report covers approximately six years of reporting and resolutions regarding ATS (formerly Library Square), dating back to a May 16, 2017 report about Library Square Conceptual Plans.

Analysis

The following table summarizes Aurora Town Square (ATS) reports and resolutions in reverse chronological order between 2017 and 2023.

Date, Report No., Title & Link	Summary	Council Resolutions
July 4, 2023, CMS23-031, ATS Update Report Attachment 1	With the opening of ATS in 2024, expenses will increase as the facility becomes operational.	1. That Report No. CMS23-031 be received; and 2. That Council approve in advance of the 2024 operating

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Report No. CMS23-037

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	<p>ATS's total annual incremental net operating requirements are estimated to be \$1,070,000.</p> <p>There has been an incremental approach to the onboarding of staff to limit salary and benefit expenses.</p>	<p>budget a new full-time IT Support/Technical Production position in support of Town Square's operations to be funded through operational budget savings to be achieved through a planned reduction to the Aurora Public Library's ongoing funding requirements; and</p> <p>3. That the recommended operating plan financial strategy for Town Square be included in the proposed 2024 Budget for Council's review and consideration of approval; and</p> <p>4. That the ATS operating plan be brought before Council prior to budget 2024 deliberations, including the Aurora Cultural Centre's programming and staffing plan.</p>
March 28, 2023, CMS23-008, ATS Capital Campaign Status Update	Closed Session	<p>PUBLIC MEETING EXTRACT:</p> <p>1. That Council Closed Session Report No. CMS23-008 be received; and</p> <p>2. That the confidential direction to staff be confirmed.</p>
February 21, 2023, CMS23-007, ATS Contract Negotiations	Closed Session	<p>PUBLIC MEETING EXTRACT:</p> <p>1. That Closed Session report No. CMS23-007 be received; and</p> <p>2. That the project budget for Aurora Town Square be increased</p>

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		<p>by \$1,200,000 to \$53,139,700 and that the increase be funded from funds collected as part of the capital campaign; and</p> <p>3. That Council delegate authority to the CAO to approve contract amendments, typically requiring Council approval, only for the consulting services related to the Aurora Town Square project; and</p> <p>4. That the closed session report be released publicly as soon as possible.</p>
<p>June 21, 2022, CMS22-029, ATS Governance - Town Staffing Update 2 Report</p>	<p>Facilities Division requires additional staffing to maintain the ATS including a Crew Lead.</p> <p>Customer Service Representatives are important to provide the services directly with ATS patrons.</p> <p>Technical Specialist staff will be critical to providing specialized stage, sound, lighting, and video requirements for all bookings.</p>	<p>1. That Report No. CMS22-029 be received; and</p> <p>2. That a Full-Time Crew Lead position commence at the start of 2023 be approved and be funded from the Aurora Town Square operating budget; and</p> <p>3. That a Full-Time Customer Services Representative position commence at the start of 2023 be approved and be funded from the Aurora Town Square and other operating budgets as outlined in this report; and</p> <p>4. That allocation of Aurora Town Square operating funding be approved to support the Technical Specialist role on an interim basis until the governance matters are finalized.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
May 24, 2022, CMS22-024, ATS Capital Campaign Status Update	Closed Session	<p>PUBLIC MEETING EXTRACT</p> <p>1. That Council Closed Session Report No. CMS22-024 be received; and</p> <p>2. That the confidential direction to staff be confirmed.</p>
May 24, 2022, CMS22-025, Provision of Cultural Services Agreement Status Update	Closed Session	<p>PUBLIC MEETING EXTRACT</p> <p>1. That Council Closed Session Report No. CMS22-025 be deferred to a future Closed Session meeting.</p>
<p>April 5, 2022, CMS22-019, ATS Space Usage and Permitting Policy Report Attachment 1</p>	<p>The Policy provides transparency and structure for user groups and individuals pertaining to the fair allotment and use of interior and exterior space at ATS.</p> <p>The Policy identifies which Town staff are responsible for administering, monitoring and ensuring compliance.</p> <p>The Policy establishes a ranking that prioritizes the allocation of space and how to address conflicting requests when they arise.</p> <p>The Policy grants grandfathering provisions, but only to specific groups.</p>	<p>1. That Report No. CMS22-019 be received; and</p> <p>2. That the Aurora Town Square Space Usage and Room Permitting Policy be approved.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
April 5, 2022, ATS Capital Campaign Status Update	Closed Session	<p>PUBLIC MEETING EXTRACT</p> <ol style="list-style-type: none"> 1. That Council Closed Session Report No. CMS22-023 be received; and 2. That the confidential direction to staff be confirmed.
March 1, 2022, CMS22-013, ATS Space Usage and Room Permitting Policy Report	Staff have developed the ATS Space Usage and Room Permitting Policy based on the principle of transparency and to provide structure for user groups pertaining to the fair allotment and use of space at ATS.	<ol style="list-style-type: none"> 1. That Report No. CMS22-013 be received; and 2. That the principles of the Aurora Town Square Space Usage and Room Permitting Policy be approved; and 3. That the final draft Aurora Town Square Space Usage and Room Permitting Policy come back to Council for final approval.
March 1, 2022, CMS22-010, ATS Staffing Update 1 Report	Manager of Aurora Town Square and Marketing Creative Specialist contract positions have proven to be roles that will be required on a permanent basis.	<ol style="list-style-type: none"> 1. That Report No. CMS22-010 be received; and 2. That the conversion of the Manager of Aurora Town Square contract position to a permanent position to be funded from the Aurora Town Square operating budget be approved; and 3. That the conversion of the Marketing Creative Specialist contract position to a permanent position to be funded from the Aurora Town Square operating budget be approved.

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Date, Report No., Title & Link	Summary	Council Resolutions
<p>March 1, 2022, CMS22-009, ATS Status Update – Agreements and IT Services</p> <p>Report</p>	<p>For 2022, the Aurora Public Library (APL), Aurora Cultural Centre (ACC), and the Town's Recreation Services Division will be granted priority access to Magna Room, Lebovic Roo, and the new programming rooms connected to the second floor of APL.</p> <p>The Town and the ACC have worked together to develop a revised draft of the Provision of Cultural Services Agreement (PCSA) that will be presented to Council at a future date.</p> <p>Town staff have started the process of integrating the IT network across ATS.</p>	<p>1. That Report No. CMS22-009 be received for information.</p>
<p>March 1, 2022, CMS21-014, Aurora Town Square Status Update – Capital Campaign</p> <p>Report</p>	<p>Based on the scope of work included in the Request for Proposals, the campaign consultant has been largely successful in meeting the contract deliverables.</p> <p>The campaign has been profitable thus far, but there is more work to be done to reach the overall campaign goal of \$5 million</p>	<p>1. That Report No. CMS22-014 be received; and</p> <p>2. That the Aurora Town Square Bridge, Outdoor Square, and Church Street Schoolhouse be approved as a Name Sale opportunity; and</p> <p>3. That staff be directed to initiate negotiations with potential partners for the purpose of naming the Aurora Town Square Bridge, Outdoor Square, and Church Street Schoolhouse; and</p>

Date, Report No., Title & Link	Summary	Council Resolutions
		4. That staff report back with their findings for Council approval.
<p>September 21, 2021, CMS21-029, ATS Governance Update Report</p>	<p>Staff are developing a Space Usage and Room Permitting Policy that is based on the Town's Sports Field and Park Use Policy (updated 2020) and the Room/Hall Permitting Policy (updated 2018).</p> <p>The Space Usage and Room Permitting Policy will apply only to the Aurora Public Library's (APL) allocation and usage of the new spaces adjoining the Library, the remainder of Aurora Town Square, as well as the Magna and Lebovic rooms.</p> <p>Aurora Cultural Centre (ACC) space allocation and usage is governed by the Provision of Cultural Services Agreement and the Lease Agreement between the Town and the ACC, both of which are to be updated.</p> <p>A range of fees and charges of Aurora Town Square (ATS) are also being developed to be included in the updated</p>	<p>1. That Report No. CMS21-029 be received; and</p> <p>2. That the Fees and Charges By-law be updated to accommodate all Aurora Town Square services, activities, and use of property as necessary.</p>

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	<p>Fees and Charges bylaw.</p> <p>Staff continue to develop various other governance documents, including an organizational chart, a staff recruitment plan, service level agreements, 2022 and 2023 operating budgets and more.</p>	
<p>July 6, 2021, CMS21-026, Library Square Capital Campaign Progress Update</p>	<p>Closed Session</p>	<p>PUBLIC MEETING EXTRACT</p> <p>1. That Council Closed Session Report No. CMS21-026 be received for information.</p>
<p>June 15, 2021, CMS21-022, Library Square Governance Update Report</p>	<p>Currently, the Aurora Public Library and 22 Church Street have separate networks, Wi-Fi, and IT support staff, which will pose various challenges once Library Square opens.</p> <p>To provide high quality customer service and operational efficiencies, the Town should assume responsibility for all aspects of the IT network for Library Square, including the Aurora Public Library.</p> <p>An integrated IT network across the entire Library</p>	<p>1. That Report No. CMS21-022 be received; and</p> <p>2. That staff implement a unified Internet Technology network across the entire Library Square complex, including the Aurora Public Library; and</p> <p>3. That staff assume responsibility for all aspects of the computer network for Library Square, including the wide area network, local area network, Wi-Fi, networking, and meeting room hardware/software across the entire Library Square complex, including the Aurora Public Library; and</p> <p>4. That staff report back in</p>

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	<p>Square complex will provide numerous benefits and efficiencies for all parties.</p> <p>To align with the construction schedule, Town IT staff should begin immediately to integrate the IT network across the entire Library Square complex.</p> <p>The Town has the experience and expertise to assume responsibility for facility bookings at Library Square.</p> <p>With Council approval, staff will make the necessary preparations to assume responsibility for facility bookings at Library Square.</p>	<p>September with an IT implementation status update, including service level agreements for the Aurora Public Library and Aurora Cultural Centre; and</p> <p>5. That staff assume responsibility for all facility bookings across the entire Library Square complex, including the meeting spaces adjoining the Aurora Public Library, but not the remainder of the Library.</p>
<p>June 1, 2021, CMS21-018, Library Square Renaming Report</p>	<p>Staff developed a shortlist of five names based on engagement, internal discussion, research, and analysis.</p> <p>Following further consultation with stakeholders, colleagues, and the Community Advisory Committee, staff reduced the list of five names to four.</p>	<p>1. That Report No. CMS21-018 be received; and</p> <p>2. That Library Square be renamed as Aurora Town Square.</p>

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	<p>An online poll was released seeking a vote for the favourite name out of the four, which concluded the latest consultation phase and informed staff's final name recommendation.</p> <p>Based on the sum of the feedback received, staff are recommending that Town Square be selected as the final name for the space.</p> <p>With Council approval, staff will undertake several next steps to raise awareness of the new name and align the renaming process with additional ongoing initiatives.</p>	
<p>March 23, 2021, PDS21-038, Pedestrian Connection from Library Square to Town Park</p> <p>Report Attachments 1 & 2</p>	<p>Staff investigated the possibility of constructing a connecting walkway between Library Square and Town Park through the Trinity Anglican Church and the adjacent properties.</p> <p>THE FOTENN connecting walkway between Library Square and Town Park will be limited in width and will significantly impact private property.</p> <p>The construction of a new sidewalk on the north side</p>	<p>1. That Report No. PDS21-038 be received; and</p> <p>2. That a sidewalk on the north side of Metcalfe Street, from Victoria Street to Wells Street, serve as the pedestrian connection between Library Square and Town Park; and</p> <p>3. That staff proceed with the in-house design of a sidewalk, including an arborist report, on the north side of Metcalfe Street from Victoria to Wells Street, including an arborist report; and</p>

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	of Metcalfe Street, from Victoria Street to Wells Street, is the recommended alternative for a pedestrian circulation between Library Square and Town Park.	4. That staff report back on the findings to a future General Committee meeting prior to the project being included in the 2022 Capital Budget.
March 23, 2021, PDS21-018, Library Square Parking Opportunities	Closed Session	PUBLIC MEETING EXTRACT 1. That Council Closed Session Report No. PDS21-018 be received for information; and, 2. That confidential direction to staff be confirmed.
March 2, 2021, CMS21-010, Library Square Alternate Name Report	The Town has undertaken external and internal engagement that has built consensus regarding how to define and recognize the new space. Staff will provide Council with a recommended new name as well as one additional alternative for their consideration in spring of 2021.	1. That Report No. CMS21-010 be received for information.
November 3, 2020, CMS20-026, Library Square Governance Review Report	Staff formed a Collaborative Programming Working Group (CPWG) with the purpose of building consensus regarding the types of programs to be offered at Library Square and which	1. That Report No. CMS20-026 be received for information.

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	<p>organization(s) would deliver them.</p> <p>The CPWG agreed upon several guiding principles that will create a framework for program and service delivery within Library Square.</p> <p>The CPWG developed an inventory of current programs and identified opportunities to expand existing programs and develop new programs for Library Square.</p> <p>The CPWG will continue to meet in order to determine the optimal programming mix and corresponding delivery organization(s) within Library Square.</p> <p>In addition to the work undertaken by the CPWG, staff will continue to determine strategies for space allocation and IT service delivery and report back at a later date.</p>	
September 22, 2020, PDS20-024, Downtown Parking Update – Library Square Precinct	The Town retained BA Group to undertake a comprehensive parking analysis for the Library Square development and concluded there is sufficient	<p>1. That Report No. PDS20-024 be received; and</p> <p>2. That shared parking agreements with organizations in the area be considered as short-</p>

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Report Attachments 1-4	<p>parking supply to support future parking demand assuming all events within the Aurora Cultural Precinct are not runs simultaneously.</p> <p>The future parking demand can be accommodated with the implementation of short-, medium- and long-term options.</p> <p>As part of traffic management strategies, the Parking Study recommends signalizing the intersection of Yonge Street and Church Street and installing an 'All-way Stop' control at the intersection of Victoria Street and Church Street.</p> <p>Parking and traffic management are both important aspects to minimize impacts resulting from Library Square construction activities to the adjacent neighbourhoods.</p> <p>A Downtown Parking Working Group has been created to discuss and manage parking related issues for the Downtown area including the Library Square project parking matters.</p>	<p>term parking solution and staff be directed to continue exploring the medium and long-term parking solutions; and</p> <p>3. That the following intersection improvements be approved by Council subject to its final review as part of the Town's budget process which will enhance both vehicular and pedestrian flow:</p> <p>4. Installing a new traffic signal at the intersection of Yonge Street and Church Street (to be funded in the 10-year Capital Plan); and</p> <p>5. Converting the 2-way 'Stop' to an 'All-way Stop' at the intersection of Victoria Street and Church Street (to be funded by the Town's Operations Department Operating Budget); and</p> <p>6. That staff be directed to coordinate with Chandos to ensure the compliance of the parking and traffic management strategies recommended in the Parking Study; and</p> <p>7. That the Downtown Parking Working Group continue to monitor and address parking related issues within the Library Square precinct during</p>

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		construction and report to Council as required.
September 22, 2020, CMS20-022, Library Square – Project Monitoring Task Force Report Attachment 1	Terms of Reference were developed to detail the Task Force’s purpose, objective, composition, responsibilities, term, meeting schedule and agenda content.	1. That Report No. CMS20-022 be received; and 2. That the Terms of Reference for the Library Square Project Monitoring Task Force be approved; and 3. That two members of Council be appointed to the Library Square Project Monitoring Task Force.
August 25, 2020, CMS20-019, Library Square – Tender Award and Update Report	<p>Construction tender closed within the limit established by Council for the project.</p> <p>During the development of the final construction specifications, the preferred metal material for the veil was changed to anodized aluminum from the previous recommendation of Muntz bronze.</p> <p>The water wall feature was originally designed as a flow through system, however, further assessment resulted in a circulation system being the preferred option.</p> <p>Lightning protection system was considered but is not</p>	1. That Report No. CMS20-019 be received; and 2. That Tender 2020-55-CMS for the Construction of the Library Square Project be awarded to Chandos Construction Ltd. in the amount of \$41,009,865 which includes additional allocated funds of \$328,000 resulting in a total project budget of \$51,939,500; and 3. That a Library Square Construction Budget Control Task Force be established to monitor and examine all financial and budgetary aspects of Library Square during its construction phase and the spending of the project contingency; and

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	<p>required.</p> <p>Project timelines continue to progress with substantial completion expected September 2022.</p>	<p>4. That two members of Council be appointed to the Task Force; and</p> <p>5. That staff be directed to develop a Terms of Reference for the Task Force for approval by Council.</p>
<p>August 25, 2020, FIN20-001, Library Square - Final Capital Investment Financing Strategy Report</p>	<p>A construction line of credit offers the greatest cash flow flexibility at a minimal cost to the Town.</p> <p>Rolling the construction line of credit balance into a floating rate capital loan upon substantial completion for up to five years offers maximum repayment flexibility.</p> <p>The Town will require a long-term debenture for up to a maximum of \$12.9 million with a maximum repayment period of up to twenty years.</p> <p>The Town will continue to seek alternative funding to minimize the level of long-term financing required.</p>	<p>1. That Report No. FIN20-001 be received; and</p> <p>2. That the use of a construction line of credit up to a maximum value of \$38 million to fund the Library Square project during its construction be approved; and</p> <p>3. That the Town finance any balance remaining in its construction line of credit as of substantial project completion through a floating rate capital loan for a period of up to a maximum of five years; and</p> <p>4. That up to a maximum of \$12.9 million in long-term debt authority for the refinancing of the floating rate capital loan in the form of a debenture with up to a maximum repayment period of twenty years be issued within five years of the project's substantial completion; and</p> <p>5. That the Treasurer be authorized to determine the appropriate value and repayment</p>

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		<p>period for both the floating rate capital loan and long-term debt to be issued when it is required within the constraints as defined by Council; and</p> <p>6. That Council approve the Library Square project's interim/long-term debt financing by-law; and</p> <p>7. That upon finalization of the long-term financing plan, an informational report be provided to Council which outlines the details of such, including interest rates and net cost of borrowing.</p>
<p>August 25, 2020, FIN20-019, Library Square – Final Capital Investment Funding Strategy Report</p>	<p>Two final adjustments are proposed to Council's previously approved 'No Grant' funding strategy.</p>	<p>1. That Report No. FIN20-019 be received; and</p> <p>2. That Council approve the proposed adjustments to its previously approved funding strategy for Capital Project No. 81019 – Library Square, as presented.</p>
<p>June 16, 2020, CMS20-012, Library Square - Governance Review Report</p>	<p>The Library Square Governance Review was influenced by several key messages that emerged during consultation with stakeholders.</p> <p>As directed by Council, staff further analyzed the feasibility of the Direct Delivery and NFP/Municipal</p>	<p>1. That Report No. CMS20-012 be received; and</p> <p>2. That the Not-for-Profit/Municipal Hybrid Model be approved as the governance model for the future operation of Library Square; and</p> <p>3. That staff work with stakeholders to develop a fees</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>Hybrid models as options for Library Square governance.</p> <p>Based on the additional analysis, staff believe the NFP/Municipal Hybrid Model is the most viable governance structure for the optimization of cultural service delivery and the overall management of Library Square.</p> <p>Some of the challenges associated with the NFP/Municipal Hybrid Model can be mitigated by adopting key improvements aimed at enhancing the efficiency and effectiveness of the current structure.</p> <p>As a first step in implementing the NFP/Municipal Hybrid Model, staff recommend forming three (3) working groups with the purpose of developing the necessary policies, plans and strategies to serve as the operational framework for the NFP/Municipal Hybrid Model and report back at a later date.</p>	<p>and charges schedule for Library Square and report back to Council at a later date; and</p> <p>4. That the Director of Community Services form a Space Allocation Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding rental and booking responsibilities for Library Square, including all spaces at 22 Church St. School, the New Addition, Outdoor Square, Bridge and Aurora Public Library; and</p> <p>5. That the Director of Community Services form a Collaborative Programming Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding program delivery strategies and create a programming and performance schedule for Year 1 and Year 2 of Library Square operations; and</p> <p>6. That the Director of Community Services form an Information Technology Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding the delivery of IT Services for Library Square, including all spaces at 22 Church Street School, the New</p>

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		Addition, Outdoor Square, Bridge and Aurora Public Library.
<p>March 3, 2020, CMS20-008, Library Square - Governance Review Report</p>	<p>The purpose of the Library Square Governance Review was to determine the most efficient, viable and sustainable governance model for the optimization of delivery of cultural services in Aurora.</p> <p>The Governance Review examined four comparable organizations that offer important lessons for the future operation of Library Square.</p> <p>In applying the lessons from other organizations, and the feedback of key stakeholders, the Governance Review proposes three governance structures for further consideration.</p> <p>Given the numerous challenges associated with implementing the Municipal Service Board model, staff believe it is the least feasible model for the future governance of Library Square and should be removed from further consideration.</p> <p>Together with key stakeholders, the Direct</p>	<p>1. That Report No. CMS20-008 be received; and</p> <p>2. That staff be directed to continue to explore the feasibility of the Direct Delivery and Not-for-profit/Municipal Hybrid governance models and report back with further recommendations regarding the most appropriate model for the operation of Library Square.</p>

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	<p>Delivery and Not-for-profit/Municipal Hybrid models should be further explored to determine which one is the most feasible option for Library Square.</p> <p>Staff will report back making final recommendations based on further consultation and analysis.</p>	
<p>December 17, 2019, CMS19-031, Library Square - Update and Additional Funds Report</p>	<p>Further consultation with staff and stakeholders has refined the detailed design and cost estimate.</p> <p>Performance Hall acoustics and colour palate have been amended to be as versatile as possible.</p> <p>Washrooms have been redesigned to meet Code and space requirements.</p> <p>The green roof on the pedestrian bridge is being removed to mitigate design concerns, cost and maintenance challenges.</p> <p>Ontario Heritage Trust feels the project is in keeping with the terms of the Heritage Conservation Easement Agreement.</p> <p>Veil multi-colour lighting is an increased cost compared to</p>	<ol style="list-style-type: none"> 1. That Report No. CMS19-031 be received; and 2. That Option A be approved resulting in the Library Square Project No. 81019 total approved budget being increased to \$51,611,700 representing an increase of \$2,056,800 (including \$1,660,900 in previously approved capital works); and 3. That staff be authorized to further increase the budget and proceed to tendering the project provided the final Class A estimate remains within a maximum 5% increase; and 4. That staff report back on the status of the funding application before the tender is awarded.

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	<p>the standard white lighting.</p> <p>As part of the typical site plan review process, staff have issued requisitions for a parking study update, a noise impact study and a traffic impact study.</p> <p>The Town will gain efficiencies through the inclusion of a total of \$1.7 million in previously approved Library Square R&R work in the construction contract to be tendered.</p> <p>Class B (75%) cost estimate is higher than current estimate, however, value engineering has reduced the shortfall to be within an expected range.</p> <p>With Council's approval now to proceed with Option A, the construction project is scheduled to commence Spring 2020.</p>	
<p>December 17, 2019, FS19-042, Library Square – Updated Library Square Funding Strategy Report</p>	<p>With the receipt of the Library Square's Class 'B' cost estimate and staff's subsequent value engineering, this project's requirements now exceed its previous estimate by \$ 2.0 million.</p>	<ol style="list-style-type: none"> 1. That Report No. FS19-042 be received; and 2. That the updated funding strategies for Capital Project No. 81019 – Library Square be approved as presented, subject to results of the final class 'A'

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	The Town's Library Square Project's recommended funding strategy will be heavily influenced by its potential success in obtaining funding from its outstanding grant applications.	estimate and the Town's grant application success.
December 3, 2019, CMS19-030, Library Square Capital Campaign Feasibility Study	Closed Session	PUBLIC MEETING EXTRACT 1. That Closed Session Report No. CMS19-030 be received
November 5, 2019, FS19-037, Procurement Exemptions to Library Square Project Report	Colliers TPP and RAW Architects possess extensive industry knowledge and experience. Colliers TPP and RAW recommend not using a liquidated damages clause.	1. That Report No. FS19-037 be received; 2. That an exemption to the Procurement By-law be approved to permit Colliers Project Leaders, the project Architect and Planning/ Landscape Architect, including RAW Architects and the Planning Partnership, to participate on the Evaluation Committees for the Library Square Project; and 3. That an exemption be approved to waive the requirement for liquidated damages for the Library Square Project.
October 15, 2019, CMS19-026,	The recommended veil design (Muntz Bronze) is in support of the historic nature	1. That Report No. CMS19-026 be received; and

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Date, Report No., Title & Link	Summary	Council Resolutions
Library Square – Veil Report	<p>of the schoolhouse through its colour and patinating quality.</p> <p>Ontario Heritage Trust support the veil design and its patina.</p> <p>Lighting of the veil is an important feature that will highlight the building at night.</p> <p>Veil design will result in minimal maintenance requirements.</p>	2. That the Veil Design (Muntz Bronze) be approved and incorporated into the final design of the 22 Church Street School Addition.
October 1, 2019, CMS19-023 (Information Report), Library Square Project – Temporary Relocation of Aurora Cultural Centre and Aurora Museum & Archives Report	<p>Consultation with stakeholders provided the needs assessment for selecting the preferred temporary site(s).</p> <p>Preferred sites have been determined for some of the functions based on the required amenities and in the most cost effective manner.</p> <p>The move management process will develop all of the move requirements.</p> <p>Communication and messaging will be critical for the stakeholders and their patrons to ensure a smooth transition to and from the temporary sites.</p>	
July 16, 2019, FS19-025, Library	A summary by key Library Square project components	1. That Report No. FS19-025 be received for information.

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Date, Report No., Title & Link	Summary	Council Resolutions
<p>Square – Financial Update Report</p>	<p>of its total approved budget and expenditures as of June 30, 2019, has been included for Council's reference.</p> <p>The Library Square project's funding strategy has been updated to reflect recent Council decisions.</p>	
<p>July 16, 2019, PDS19-063, Library Square – Church Street Parking – Design Options Recommendation Report Report</p>	<p>Four parking options were presented for feedback from the public.</p> <p>Public feedback on the Parking Design Options was mixed.</p> <p>Option 2B was selected as the preferred design option for Church Street – 3 lay-by parking stalls, 14 on-street stalls, 3 accessible stalls and 1 loading stall.</p>	<p>1. That Report No. PDS19-063 be received; and</p> <p>2. That staff be directed to proceed with Design Option 2B for the Church Street right-of-way; and</p> <p>3. That Town staff continue to liaise with York Region Transit and the consultants to ensure there are no conflicts with the existing bus route.</p>
<p>July 16, 2019, CMS19-019, Library Square Project – Next Steps Report</p>	<p>The Project Team has been undertaking coordination of design refinements for each area of the project.</p> <p>Design Review Panel supports the design of Library Square subject to minor site plan modifications.</p> <p>Community engagement continues throughout the project schedule.</p>	<p>1. That Report No. CMS19-019 be received for information.</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>The Manager of Library Square has been contracted to commence the implementation of the Business Plan.</p> <p>Project Management contract has been awarded to Colliers Project Leaders who will lead the project through to completion and manage the temporary relocation of the Aurora Cultural Centre and Aurora Museum and Archives.</p> <p>The next step in the project will include refining the building design to develop Construction Documentation.</p> <p>The project schedule is on track with the construction scheduled to be complete Fall 2021.</p>	
<p>July 16, 2019, CMS19-020, Library Square – Library Corridor Extension Report</p>	<p>The Library Corridor Extension options provide various levels of service and connectivity with the Library and Yonge St.</p> <p>Library and Community programming support the corridor extension and the addition of the two new multi-purpose rooms.</p>	<p>1. That Report No. CMS19-020 be received; and</p> <p>2. That Library Corridor Extension, new Yonge Street Entrance and Multi-purpose rooms - Option C, be approved and the total Library Square project budget be increased by \$5,465,300 to be funded as per the recommended funding strategy.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
	Corridor supports the connectivity to Yonge St. and enables the afterhours accessible use of the bridge and proposed new meeting space in Option C (extended corridor, reading garden, 2 multi-purpose rooms and elevator, new front entrance to library).	
May 28, 2019, FS19-024, Library Square Total Approved Budget Funding Sources Report	A summary of the current recommended funding sources for the Library Square's total approved budget to date of \$42.4 million is provided. The Hydro Sale Investment reserve fund balance presently sits at approximately \$31 million.	1. That Report No. FS19-024 be received for information.
May 21, 2019, CMS19-015, Library Square – Linkage and Café Options Report	Consideration of café space on the plaza level can be achieved with minor revisions to the design. The Linkage – Above Ground/Bridge Option is the preferred connection between the two facilities (Library and Church St. School Addition). Library Corridor Extension provides direct connection to Yonge St. and a roof top outdoor reading garden at	1. That Report No. CMS19-015 be received; and 2. That Linkage Option B – Link with Stairs be approved, and the total Library Square project budget be increased by \$3,544,400 to be funded as per the recommended funding strategy; and 3. That staff report back to Council on final cost estimate for the Library Extension Corridor; and

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Date, Report No., Title & Link	Summary	Council Resolutions
	<p>the Library.</p> <p>Library Entrance Vestibule provides an improved entrance feature for the library and creates an integration with the outdoor square design.</p>	<p>4. That the Library Entrance Vestibule be approved, and the total Library Square project budget increased by \$398,900 to be funded as per the recommended funding strategy; and</p> <p>5. That the Café Snack bar/Concession style be approved, and the total Library Square project budget increased by \$157,700 to be funded as per the recommended funding strategy.</p>
<p>March 21, 2019, FS19-012, Library Square - Financial Strategy Report</p>	<p>A breakdown of the Library Square project by its key components.</p> <p>A recommended preliminary capital investment funding strategy.</p> <p>A recommended preliminary incremental operating cost funding strategy.</p>	<p>1. That Report No. FS19-012 be received; and</p> <p>2. That staff be authorized to apply for any eligible capital or operating grants in support of the Library Square project; and</p> <p>3. That the recommended preliminary capital investment financial strategy for Library Square be approved; and</p> <p>4. That the recommended preliminary operating plan financial strategy for Library Square be approved.</p>
<p>March 21, 2019, PDS19-018, Library Square – Parking Strategy Report</p>	<p>Library Square design progressing to final approval.</p> <p>Onsite Parking supply, as currently designed, will not</p>	<p>1. That Report No. PDS19-018 be received; and</p> <p>2. That Parking Strategy Phase 1: ‘Quick Wins’ as outlined in this</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>support expanded programming in Library Square.</p> <p>Barrier-free parking spaces meet the minimum AODA requirement.</p> <p>Consultant recommends a phased parking strategy approach.</p>	<p>report be adopted; and</p> <p>3. That Council approve \$87,882.00 to the Library Square budget to be funded as per Funding Strategy Report FS19-012 for additional on-site parking on Victoria Street, conditional on the approval of the addition to the Church Street School; and</p> <p>4. That Council approve \$185,376.00 to the Library Square budget to be funded as per Funding Strategy Report FS19-012 for additional on-site parking within the laneway, conditional on the approval of the addition to the Church Street School; and</p> <p>5. That Council approve \$145,740.00 to the Library Square budget to be funded as per Funding Strategy Report FS19-012 for additional on-site parking on Church Street subject to further public consultation, conditional on the approval of the addition to the Church Street School.</p>
<p>March 21, 2019, PDS19-020, Library Square – Planning Policy – Conformity Report Report</p>	<p>Library Square design concept consistent with the Provincial Policy Statement and conforms to the Growth Plan.</p> <p>Library Square design and planned programming for the building expansion and</p>	<p>1. That Report No. PDS19-020 be received for information.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
	<p>square will achieve many Official Plan policies and objectives.</p> <p>Library Square revitalization project will be an integral component in encouraging public heritage appreciation.</p> <p>Staff will continue to ensure the Library Square final design meets the policy intent of the Aurora Promenade Secondary Plan.</p> <p>Staff will continue to ensure the vision and objectives of the Aurora Promenade Urban Design Strategy are applied to the final design of Library Square.</p> <p>The redevelopment of Library Square represents an opportunity to continue to explore parking options and strategies for the site and the Downtown area.</p> <p>Library Square lands represent a key opportunity for improvement and redevelopment within the Promenade Community Improvement Area.</p>	
March 21, 2019, CMS19-007, Library Square –	Based on inputs from consultants and cultural partners, an enlargement on	<p>1. That Report No. CMS19-007 be received; and</p> <p>2. That the design of the Addition</p>

Date, Report No., Title & Link	Summary	Council Resolutions
<p>Addition to Church Street School Report</p>	<p>the eastern side of the building was included to improve seating capacity, performance stage size and acoustics.</p> <p>The addition of a universal washroom meets code requirements for accessibility and provides a gender-neutral option.</p> <p>Consideration of a commercial café space on the plaza level requires further assessment.</p> <p>A linkage between the Library and Church Street School Addition would connect the two facilities and ultimately expand functionality.</p> <p>Heritage and Accessibility considerations continue to be important to the development of the design.</p> <p>Design Review Panel will be engaged through the detailed design phase of the project.</p> <p>Application for the Canada Cultural Spaces Fund has been submitted.</p> <p>Recruitment of a Project Management firm and then progressing to the detailed design stage are the next</p>	<p>to Church Street School including the enlarged stage area be approved in the amount of \$27,189,600 and that staff be authorized to proceed to detailed design stage; and</p> <p>3. That staff be directed to report back on the options, costs, and visuals for an above-ground and below-ground Linkage between the Library and Church Street School Addition for potential further development; and</p> <p>4. That the budget be increased by 1% in the amount of \$256,600 in support of public art in accordance with the Official Plan requirements.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
	<p>steps in the process.</p> <p>With Council's approval to proceed, the construction project is scheduled to be complete Fall 2021.</p>	
<p>March 21, 2019, CMS19-008, Library Square – Outdoor Square Report</p>	<p>The outdoor square could provide many different experiences, from exciting events to peaceful engagements.</p> <p>An ice rink has been included in the design of the project to activate the square year-round.</p> <p>Water Spray Feature and Fountain/Wall provide unique experiences for the patrons of the outdoor square.</p> <p>Studies have confirmed the need to manage ground water through a storm water management program.</p> <p>Application for the Building Communities Through Arts and Heritage – Legacy Fund is being explored as an option to assist funding the outdoor square.</p> <p>With Council's approval to proceed, the construction project is scheduled to be complete Fall 2021.</p>	<ol style="list-style-type: none"> 1. That Report No. CMS19-008 be received; and 2. That the design of the Library Square outdoor square be approved as presented in the amount of \$8,380,500 to include: <ol style="list-style-type: none"> a. An ice rink in the shape of a trail; and b. Water spray feature covering a 1/3 of the space; and c. Water wall feature; and 3. That staff be authorized to proceed with the detailed design stage of the Library Square outdoor square; and 4. That staff be authorized to apply for the Building Communities Through Arts and Heritage – Legacy Fund, including entering into any agreements to give effect to same.

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Date, Report No., Title & Link	Summary	Council Resolutions
<p>March 21, 2019, CMS19-009, Library Square - Proposed Operating Plan Report</p>	<p>In collaboration with experienced cultural facility consultants, an operating budget has been developed for the expanded facility.</p> <p>Consultation has taken place with Cultural and Community Partners to evaluate their interest in this project.</p> <p>Comparable projects were used to help develop a plan for Aurora's new facility.</p> <p>Compiling of the current collective budgets established the baseline and provided guidance on the development of a conservative operating budget for the expanded facility.</p> <p>Consideration of the operating expenses for the outdoor square have been incorporated into the proposed operating budget.</p> <p>Proposed implementation of the operating budget impact over three years enables immediate action on planning and preparing for the opening of the facility and spreads financial impact over multiple years.</p>	<ol style="list-style-type: none"> 1. That Report No. CMS19-009 be received; and 2. That the draft operating plan be approved and finalized prior to the approval of the final construction tender; and 3. That the hiring of a contract Project Leader position to implement the business plan be approved.

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Report No. CMS23-037

Date, Report No., Title & Link	Summary	Council Resolutions
<p>March 19, 2019, PDS19-019, Heritage Permit Application – 22 Church Street Report</p>	<p>The subject property, known as the Aurora Cultural Centre or “Church Street School”, is designated under Part IV of the Ontario Heritage Act (By-law 2390-80), listed on the Canadian Register of Historic Places, and recognized under Easement to the Ontario Heritage Trust.</p> <p>The Church Street School was constructed in 1885-86 and is one of the finest remaining examples of a High Victorian designed public school in Ontario.</p> <p>According to the Heritage Impact Assessment provided, there will be minimal to no impact on the character-defining elements of the heritage resource through sympathetic placement, massing and materiality of the addition.</p>	<p>1. That Report No. PDS19-019 be received; and</p> <p>2. That the following recommendations be approved:</p> <ul style="list-style-type: none"> a. That Heritage Permit Application HPA-19-03 be approved to permit the addition to the subject property as shown on the submitted plans, b. That the property owner photo document any original construction revealed during the proposed addition to the property; and <p>3. That Planning Staff continue to liaise with the Ontario Heritage Trust and ensure the addition remains sympathetic of the heritage resource through all phases of the development.</p>
<p>February 12, 2019, CMS19-005, LS Project – Update Report</p>	<p>Further consultation on the project has taken place to refine the design, cost estimate and project timeline.</p> <p>Based on input from consultants and cultural partners, revisions have been made to the design of the</p>	<p>1. That Report No. CMS19-005 be received for information.</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>Church Street School expansion.</p> <p>Enhancements to the Outdoor Square include features for year-round attraction.</p> <p>Heritage and Accessibility considerations are important in the development of the design.</p> <p>Parking study, parking lot, laneway and accessible parking considerations have been incorporated in the latest design.</p> <p>Applications for grants that may offset the capital costs will be submitted.</p> <p>Project Management Model will be used for the Library Square project implementation.</p>	
<p>June 19, 2018, PDS18-076, Library Square Report</p>	<p>The concept plan for Library Square has been modified to include a vehicle “turn around” to allow for book drop offs currently being used in the current configuration by the library.</p> <p>The construction costs for the square are approximately \$5,000,000.</p>	<ol style="list-style-type: none"> 1. That Report No. PDS18-076 be received; and 2. That the current design for Library Square be approved; and 3. That the Option 1 schematic design for the expansion to the Church Street School which includes the three (3) floors and theatre be approved; and

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Date, Report No., Title & Link	Summary	Council Resolutions
	<p>Staff are recommending that Council approve a schematic design for the expansion to the Church Street School which includes three (3) floors, with a theatre on the top floor.</p> <p>The construction costs for the three (3) floor building which includes a theatre would be approximately \$21,300,000.</p> <p>Some sample uses for the square include special events, concerts, fairs (arts and otherwise), family events, passive gathering spaces, plein air painting classes, movie nights and fitness classes.</p> <p>The proposed theatre is designed to be an adaptable space (retractable seating) which would allow for a multitude of events from theatrical and concert performances to lectures, film screenings and ceremonies.</p>	<p>4. That the allocation of existing project funding for the tendering of the parking lot, the laneway and the components of the square which would provide connections to the square/library be approved, and that Council commit to funding for the square and building, which will come back in new year for final funding approval; and</p> <p>5. That the above budget includes a 1% contribution to the Town's Public Art Reserve Fund in accordance with the Official Plan requirements.</p>
April 17, 2018, FS18-015, Information Regarding	<p>Proceeds of sale of Aurora Hydro placed into two reserve funds.</p> <p>The smaller Council</p>	<p>1. That Report No. FS18-015 be received; and</p> <p>2. That Section 7 of By-law No. 5439-12 be removed and</p>

Date, Report No., Title & Link	Summary	Council Resolutions
<p>Accessing Hydro Reserve Funds</p> <p>Report</p>	<p>Discretionary Reserve Fund has fewer constraints.</p> <p>The larger Hydro Sale Investment Reserve Fund has complex constraints.</p> <p>The restrictive voting rule could result in project delays.</p> <p>Restrictive rules of the bylaw can be changed at any time by simple majority.</p> <p>Change options are provided.</p>	<p>replaced with the following:</p> <p>a. "That any expenditure or allocation of monies from the principal or earned interest portions of the Fund as specified in paragraph 5 of this By-law, shall be made by resolution of Council, as adopted by a vote of two-thirds (2/3) or more majority of those in attendance at the time of the vote. Such vote may only take place at a regularly scheduled meeting, or one which was duly called with at least fifteen calendar days prior notice to all members of Council."; and</p> <p>3. That, as applicable, staff be directed to bring forward the necessary draft by-law for adoption to the Council meeting of April 24, 2018.</p>
<p>January 30, 2018, PDS18-014, Updated Design for Library Square</p> <p>Report</p>	<p>The concept plan for Library Square has been modified to include the revised property boundary of the site,</p> <p>The revised property boundary would allow for:</p> <ul style="list-style-type: none"> • an improved connection through the site from Yonge 	<p>1. That Report No PDS18-014 be received; and</p> <p>2. That the conceptual design for Library Square be approved; and</p> <p>3. That an increase to Purchase Order No. 1166 by \$1,077,500 be authorized to provide for detailed drawings, specifications, and tender documents; and</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>Street to Victoria Street.</p> <ul style="list-style-type: none"> • additional parallel parking spaces along the north edge of the existing laneway. • an additional barrier free parking space. <p>Staff are requesting that Council authorize the increase of Purchase Order No. 1166 by between \$325,000 and \$1,077,500 based on the following options:</p> <ul style="list-style-type: none"> • Option 1: \$325,000 to allow for the design of Library Square and the retrofit of the Church Street School to provide a connection to the square; or, • Option 2: \$1,077,500 to allow for the design of Library Square and the Church Street School expansion. <p>This increase would allow for The Planning Partnership to</p>	<p>4. That the additional funding from the Council Discretionary Reserve Fund to allow for detailed design of Library Square be approved.</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
	undertake detailed design services beyond the scope of the current contract.	
January 23, 2018, Name Submissions for Library Square Notice of Motion	Notice of Motion	<p>Whereas “Library Square” is a significant Town project for the redevelopment of our downtown core; and</p> <p>Whereas naming of the Square is an important part of the project; and</p> <p>Whereas the redevelopment of the Square will focus on more than just the Library;</p> <p>1. Now Therefore Be It Hereby Resolved That staff be directed to create a process to receive name submissions for the square from the public and report back to Council with a recommendation; and</p> <p>2. Be It Further Resolved That all Aurora residents be invited to make submissions.</p>
December 12, 2017, PBS17-100, Preferred Design for Library Square – Additional Information Report	Preliminary investigations identify that at least three layby parking spots can be provided along Yonge Street for accessible parking; furthermore, additional accessible parking spaces, drop-off/pick-up area and delivery route can be	<p>1. That Report No. PBS17-096 and Report No. PBS17-100 be received; and</p> <p>2. That Council endorse Option 2, the lowered square option as the preferred option for the Library Square design; and</p> <p>3. That staff be directed to proceed with the detailed design</p>

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>accommodated along the northern laneway.</p> <p>Both design options propose replacing the 77 parking spaces currently located between the Library and Cultural Centre with 80 parking spaces.</p> <p>Deliveries as proposed in Option 2, the Lowered Square Design, can occur without disruptions to the function and design of the Library as it currently operates at the eastern entrance.</p> <p>There would be annual operating costs as well as periodic (5-year interval) maintenance costs with the parking deck structure required in Option 1, the Upper Square Design.</p>	<p>for the development of Library Square.</p>
<p>December 5, 2017, PBS17-096, Preferred Design for Library Square Report</p>	<p>On December 5, 2016, Council provided direction regarding a concept plan for the Cultural Precinct that would involve the demolition of the former library and former senior's centre.</p> <p>On May 16, 2017, Council directed staff to move forward with the detailed</p>	<ol style="list-style-type: none"> 1. That Report No. PBS17-096 and Report No. PBS17-100 be received; and 2. That Council endorse Option 2, the lowered square option as the preferred option for the Library Square design; and 3. That staff be directed to proceed with the detailed design for the development of Library Square.

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>design of Library Square.</p> <p>Two viable options were designed and considered; one with an upper square and one with a lowered square - both options consist of a large programmable space which is framed by landscaping; both also contain 80 parking spaces and accessible parking.</p> <p>The two options were presented to stakeholders, residents and members of Council for their input.</p> <p>Although both options are viable, staff and the Town's consultant, The Planning Partnership are recommending that Council endorse Option 2, the lowered squared option as the preferred option on which to move forward to detailed design.</p>	
November 21, 2017, PRCS17-045, Award of Tender for Demolition of Two (2) Buildings Located at 52	<p>To obtain Council approval to award Tender 2017-117-PRCS to Priestly Demolition Inc.</p> <p>Both facilities have been evaluated for the presence of dangerous substances.</p>	<p>1. That Report No. PRCS17-045 be received; and</p> <p>2. That Award of Tender 2017-117-PRCS Demolition of Two (2) Buildings located at 52 and 56 Victoria Street in Aurora be awarded to Priestly Demolition Inc. in the amount of \$111,300</p>

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Date, Report No., Title & Link	Summary	Council Resolutions
and 56 Victoria Street in Aurora Report	Staff received twelve bids for evaluation.	excluding taxes; and 3. That the Mayor and Town Clerk be authorized to execute the necessary Agreement, including any and all documents and ancillary agreements required to give effect to same.
September 5, 2017, PBS17-066, Award of Contract for Library Square Site Plan Report	On May 16, 2017, Council directed staff to move forward with the procurement process for design services in the next planning stages for Library Square. RFP No. 2017-96-PBS was therefore prepared and issued on July 13, 2017. RFP No. 2017-96-PBS closed on August 8, 2017. The evaluation determined that the winning bid was made by The Planning Partnership with a cumulative score of 82.5% and total bid price of \$132,635.00	1. That Report No. PBS17-066 be received; and 2. That the contract for Request for Proposal No. 2017-96-PBS regarding the preparation of a site plan for Library Square be awarded to The Planning Partnership.
September 5, 2017, FS17-038, Intent to Consider Accessing Hydro Reserve Funds Report	Staff expect that during the fall Council cycle the issue of allocating funding from the proceeds of the 2005 sale of Aurora Hydro will arise, and it may be time sensitive.	1. That Report No. FS17-038 be received; and 2. That staff publish a public notice of Council's intent to consider allocating funding from the principal component of the Aurora Hydro Sale Investment

Date, Report No., Title & Link	Summary	Council Resolutions
	<p>Before approving any such allocation, Council must provide public notice at least thirty days prior to approving any such allocation.</p> <p>Time delays can be avoided by giving required public notice now.</p>	<p>Reserve Fund as required of By-law No. 5439-12.</p>
<p>May 16, 2017, PBS17-032, Library Square Conceptual Plans Report</p>	<p>FOTENN Planning + Design conducted three workshops with staff and Council at the Town Hall on March 6th and 7th, 2017, to obtain input which would aid in the preparation of alternative design concepts for Library Square.</p> <p>Two alternative concepts have been prepared for Library Square.</p> <p>There are two main differences between the two concepts.</p> <p>Option 1 proposes a water feature and landscaping in the area between the rear of the Aurora Public Library and Church Street Cultural Centre, while Option 2 proposes 20 parking spaces with a roundabout for drop-off, pick-up.</p> <p>Option 1 proposes 76</p>	<ol style="list-style-type: none"> 1. That Report No. PBS17-032 be received; and 2. That the Concept Plans prepared by Fotenn Planning + Design be received; and 3. That staff move ahead with the demolition and procurement process for design services, in accordance with the Procurement By-law; and 4. That \$500,000 budget funding for demolition and detailed design be approved, funded from the Council Discretionary Reserve Fund.

Date, Report No., Title & Link	Summary	Council Resolutions
	parking spaces north of the Cultural Centre on the former library and seniors centre site, this area is also identified as being future space for commercial uses and community space; Option 2 proposes 25 parking spaces in this area along with a building to be used for commercial uses and community space.	

Advisory Committee Review

Not applicable.

Legal Considerations

Not applicable.

Financial Implications

Not applicable.

Communications Considerations

The Town will inform the public about the information contained in this report by posting it to the Town's website.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business.

Alternative(s) to the Recommendation

1. Council can provide further direction.

Conclusions

This report provides a reverse chronological summary of all Council reports and corresponding resolutions regarding Aurora Town Square (formerly Library Square).

Attachments

Aurora Town Square Chronology Presentation.

Previous Reports

As listed in the above table.

Pre-submission Review

Agenda Management Team review on August 31, 2023.

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

AURORA TOWN SQUARE

Chronology

2017-2023

Capital and Operating



Aurora
Town
Square

AURORA



2017-2023

Acknowledgement

- Council (multiple terms)
- Project Partners
 - Aurora Public Library
 - Aurora Cultural Centre
 - Aurora Museum and Archives
- Cultural Partners
 - Aurora Historical Society, Aurora Sports Hall of Fame, Aurora Farmer's Market, Aurora Seniors Association, Pine Tree Potters, Society of York Region Artists and Theatre Aurora
- Arts, Culture and Heritage Groups
 - Aurora Community Band, Borealis Big Band, Aurora Film Circuit, Marquee Theatrical Productions, Music Aurora, Aurora Philosophy Institute, York Region Arts Council, etc.



2017-2023

Path Travelled

- Long History
- Many meetings, discussions, decisions
- Vision/Values
- We are confident that Aurora Town Square 'WILL' exceed expectations for years to come.
- Milestones

2017-2018

Milestones

- demolition of 52 and 56 Victoria Street
- Council approved moving forward with the detailed design of the lower square option
- design for the expansion to the Church Street School which included the three (3) floors and theatre was approved

March 2019

Milestones

- Addition to Church Street School approved in the amount of \$27,189,600
- Outdoor Square approved at \$8,380,500 including skating loop, water spray feature and water wall
- Additional funding was approved to include additional parking along Church St., Victoria St. and the laneway within the scope of the project
- Draft operating plan approved based on MSB Model (\$720K implemented over 3 yrs)
- Council then directed staff to report back on the options, costs, and visuals for:
 - an above-ground and below-ground linkage/bridge
 - addition of a universal washroom
 - commercial café space on the plaza level



May-October 2019

Milestones


- Linkage approved and \$3,544,440 added to project
- Library Entrance Vestibule approved and \$398,900 added to project
- Café Snack Bar approved and \$157,700 added to project
- Library Corridor Extension, new Yonge Street Entrance and Multi-purpose rooms approved and \$5,465,300 added to project
- Project Management contract was awarded to Colliers Project Leaders
- Time to refine design and prepare Construction Documentation



Nov-Dec 2019

Milestones

- Performance Hall acoustics and colour palate were amended in order to be as versatile as possible.
- Washrooms were redesigned in order to meet Code and space requirements.
- The green roof on the pedestrian bridge was removed to mitigate design concerns, cost and maintenance challenges
- inclusion of previously approved Library Square R&R work in the construction contract to be tendered
- Library Square Project No. 81019 total approved budget being increased to \$51,611,700



March – June 2020

Milestones

- March - staff directed to continue to explore the feasibility of the Direct Delivery and Not-for-profit/Municipal Hybrid governance models and report back
- June - the Not-for-Profit/Municipal Hybrid Model was approved as the governance model
- Staff to work with partners to develop a fees and charges schedule for Library Square
- Staff to form three (3) working groups with the purpose of developing the necessary policies, plans and strategies:
 - Information Technology Working Group
 - Collaborative Programming Working Group
 - Space Allocation Working Group

August - Nov 2020

Milestones

- Construction Budget Control Task Force was established
- Tender awarded to Chandos Construction Ltd., project budget approved \$51,939,500
- Downtown Parking Working Group was created to discuss and manage parking related issues for Downtown including Library Square
- Staff formed a Collaborative Programming Working Group (CPWG)



March – Sept 2021

Milestones

- Alternative Names
- Parking opportunities
- Council approved that the Town would be responsible for the following:
 - computer network including the wide area network, local area network, Wi-Fi, networking, and meeting room hardware/software
 - facility bookings
 - Staff to develop a Space Usage and Room Permitting Policy
- Fees and Charges By-law to be updated to accommodate all Aurora Town Square services, activities, and use of property as necessary



March – June 2022

Milestones

- Status update – Agreements and IT Services
- Council approved the conversion of the Manager of Aurora Town Square and the Marketing Creative Specialist contract positions to permanent positions.
- Space Usage and Room Permitting Policy approved
- Council approved the following positions:
 - 1 Full-Time Facilities Crew Lead
 - 1 Full-Time Customer Services Representative
 - 1 Technical Specialist role on an interim basis until the governance matters are finalized



February - July 2023

Milestones

- The project budget increased by \$1,200,000 to \$53,139,700
- Asset management projects to be completed prior to opening.
- Staff provided an update on the 2024-2026 operating budget.
- Council approved
 - 1 full-time IT Support/Technical Production position funded through a planned reduction to the Aurora Public Library's funding requirements
- Operating plan financial strategy be included in the 2024 Budget for Council's review and consideration
- ATS operating plan to be brought before Council prior to budget deliberations including ACC's programming and staffing plan

March 2022 – March 2023

Capital Campaign

- May - Name sale opportunities were approved for:
 - Aurora Town Square Bridge granted to Treasure Hill Homes
 - Aurora Town Square Lobby/Atrium granted to TFP Aurora Development Limited
 - Aurora Town Square Performing Arts Dance Studio granted to Emery Investments/Addison Hall Business Park
- Totalling: \$1,300,000
- Name sale opportunities were approved for:
 - Aurora Town Square Reading Garden granted to Charlieville Developments Ltd.
 - Aurora Town Square Box Office, Visual Arts Studio and Multipurpose Studio granted to Shining Hill Group of Companies
 - Aurora Town Square Program Room granted to private donor
- Totalling: \$625,000



Aurora
Town
Square

AURORA



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Aurora, Ontario
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(905) 727-3123
aurora.ca

Town of Aurora
Council Report
No. CMS23-036

Subject: Aurora Town Square – Heritage, Programming & Special Events

Prepared by: Phillip Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-036 be received for information.

Executive Summary

This report provides an overview of the programs, performances and special events planned for Aurora Town Square.

- As co-located organizations, the Town, the Aurora Cultural Centre, and Aurora Public Library will be the main programmers at Town Square.
- The versatility of Town Square will allow for various programs to find a home in a space that supports their intention and specialization.
- The Performance Hall will be the perfect setting for an array of new and exciting experiences for the Aurora community.
- Heritage programming will expand with new workshops and seasonal programs that will make the Museum more accessible to the community.
- A variety of Town Special Events are being considered for Town Square.

Background

In June 2020, Council approved the Not-for-Profit/Municipal Hybrid Model as the governance model for the future operation of Town Square. Shortly thereafter, staff formed a Collaborative Programming Working Group that included Town, Aurora

Cultural Centre, and Aurora Public Library staff. The purpose of the working group was to:

- Build consensus regarding the types of programs to be offered at Town Square and which organization(s) is best suited to deliver them.
- Agree upon guiding principles that will create a framework for program and service delivery within Town Square.
- Work collaboratively to create a programming and performance schedule for the first 1-2 years of operation.

The working group continues to meet as needed and will continue to do so once Town Square is open to ensure the public is receiving the optimal programming mix.

Analysis

As co-located organizations, the Town, the Aurora Cultural Centre, and Aurora Public Library will be the main programmers at Town Square.

The Town, Aurora Cultural Centre (ACC) and Aurora Public Library (APL) work collaboratively to ensure the public receives a range of complementary programs geared to various skill levels and life experiences.

ACC will continue to provide the following types of programs:

- Performing Arts (Music, Theatre, etc.)
- Visual/Fine Arts (Gallery Exhibitions/Tours, Painting & Drawing and Photography Classes, etc.)
- Curriculum-based/Curriculum-enhanced arts programming
- Crafts (Textiles, Glass, Jewellery Classes)
- Camps
- Community Events

Whereas the ACC previously hosted performing arts and visual arts programs in Brevik Hall and the basement Activity Room respectively, the majority of these programs will be relocated to the new Performance Hall and Visual Arts Studio, which are custom-built spaces with larger capacities and greater amenities.

The ACC develops accessible/community-focused programs geared to beginners, right up to pre-professionals and professionals. They serve an audience from 18 months to adults and have extensive experience hosting professional live performances and

professional visual arts programs and exhibitions. They also develop year-round education programs that complement their performing arts and visual arts streams.

APL will continue to provide the following types of programs in their home space, but may relocate or expand certain programs to Town Square:

- Adult Learning
- Literary Arts (Fiction, Non-fiction, Poetry, Storytelling)
- Electronic Arts (New Media, Digital & Animation)
- STEAM (Science, Technology, Engineering, Arts and Math)
- Crafts
- Community Events

APL offers nearly 1,900 programs annually that focus on providing individuals with skills to navigate everyday life. APL's goal is to enhance the experience of residents of all ages in a way that is complementary/adjunct to more advanced programs offered by other stakeholders (i.e., to create excitement for ongoing learning). Many of their programs are not designed for a specific skill level but are meant to be experiential and open to people of all skill levels and life experiences.

The versatility of Town Square will allow for various Town programs to find a home in a space that supports their intention and specialization.

Town Recreation dance, music and theatre programs will be offered in the Performing Arts Dance Studio where participants will enjoy sprung floors, ballet barres and mirrored walls.

Town Square will present opportunities for the Town to work with local organizations and businesses to provide exciting and enriching experiences. These programs will include "date nights" featuring special programming and dining opportunities, with the added feature of onsite activities to keep children safe and engaged in other areas of the facility.

Additional Town workshops will connect the community to fun and exciting arts and culture activities that will also touch on important global factors such as sustainability and environmentally friendly practices. Participants of all ages will be invited to try out current craft and DIY trends, learn about environmental sustainability while upcycle crafting and learning about how to use creativity as a form of self-care. These will be just the start of special Town-run workshops with so many more possibilities in the coming years.

The Performance Hall will be the perfect setting for an array of new and exciting experiences for the Aurora community.

The 250-seat black-box Performance Hall is equipped with LED stage lighting systems, retractable seating and reconfigurable acoustics, making it ideal for a wide range of uses. It will host live music, comedy, film screenings, speaker series, conferences, receptions, dance recitals, theatre and community events year-round, with some themes matching holidays and significant times of year, such as Black History Month in February, Indigenous Peoples Month in June and holiday time in December.

Live programming will also include candlelight concerts by the Aurora Community Band, tribute acts, and a variety of theatrical and dance experiences such as plays, pantomime, live poetry, spoken word, and cultural dance. Enhanced experiences such as dinner theatre and burlesque brunches will also be offered, to appeal to a greater audience and provide more diverse experiences. The Performance Hall and Outdoor Square will provide the ideal atmosphere to introduce activities like silent disco, where participants are provided with headphones to enjoy their very own dance party.

Audience members and program participants will embark on an entertaining journey when they attend a live performance, show or event at Town Square. The strong array of cultural programming will provide community members an opportunity to both broaden their horizons and develop connections with each other, and the material they are engaging with.

Heritage programming will expand with new workshops and seasonal programs that will make the Museum more accessible to the community.

Such programs include Coffee with the Curator where participants can visit the new visible storage space to meet with Museum staff and learn about the expansive collection under their care. This interactive program will foster an appreciation of local history and a better understanding throughout the community of museum operations.

A significant feature of Town Square programming will be education programs for the local school community. These programs will support the Ontario curriculum and be facilitated in partnership with the Museum. Themes will include aspects of Aurora's history, such as forms of communication, technology, and growth of business and the economy. Programs will also touch on additional subject matter, including diversity, public art, and modern-day issues relevant to students, such as bullying and social media. These themes will be explored through various collaborative and engaging activities. With the addition of the Performance Hall and Performing Arts Dance Studio,

students will also be able to explore learning opportunities through theatre and music. These topics will be tied to relevant curriculum points and reinforced with interactive activities.

The long-term exhibition schedule for the Aurora Room will have segments that are updated and refreshed annually to ensure that there are always new things for visitors to see, and that the curriculum connections remain up to date.

The new exhibition infrastructure in the new addition will be used in a more flexible way; the artifacts in the display cases will be rotated regularly and so will the didactic information on the picture hanging rail.

Staff anticipate that community organizations will be interested in utilizing the new exhibition infrastructure, specifically the picture hanging rail. A schedule of use is currently being drafted for future discussion.

In addition to the Town, ACC and APL, numerous other service providers, including the Town's Cultural Partners, will offer a range of programs at Town Square. These programs will include film screenings, lectures, theatre productions, concerts, specialized workshops, community events and more.

A variety of Town Special Events are being considered for Town Square.

Evolving discussions are taking place as staff evaluate special event opportunities for Town Square. The following list identifies the events that could be hosted at Town Square:

- Mayor's Levee – January
- Black History Month – February
- Arctic Adventure (Hybrid with Town Park) – Family Day Weekend, February
- Aurora Art Show & Sale – First weekend of May
- Performing Arts Festival – June
- National Indigenous History Month – June
- National Indigenous Peoples Day – June 21
- Culture Days – Mid-September to Mid-October
- National Day for Truth & Reconciliation – September 30
- Aurora's Christmas Market – December
- Menorah Lighting Ceremony – Hanukkah – December/January
- Family First Night (Hybrid with AFLC) – December 31

Recreation and Culture programs will take place seasonally at Town Square and will continue to follow the Town's seasonal schedule.

Programs will take place in Fall, Winter and Spring sessions with summer camps being offered in July and August when children are on summer break.

The fall session will begin mid-September and run through to mid-December. The winter session will run from early January through to the end of March and Spring will begin mid-April and wrap up at the end of June.

Education programs will run throughout the school year during the school day from late September to June.

Advisory Committee Review

None.

Legal Considerations

None.

Financial Implications

There are no direct financial implications as a result of this report.

Communications Considerations

The 2023-2024 Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences. Through the Marketing and Communications Strategy – which includes a variety of communications tools, channels and tactics – the Town will inform the public about its own special events, rental opportunities, and the various the initiatives of our cultural partners.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council can provide further direction.

Conclusions

This report provides an overview of the programming, performance and special event opportunities that will be available at Town Square.

Attachments

Aurora Town Square – Town Heritage, Programming & Special Events Presentation

Previous Reports

CMS19-009, Library Square Proposed Operating Plan, March 21, 2019

FS19-012, Library Square – Financial Strategy, March 21, 2019

CMS20-008, Library Square Governance Review, March 3, 2020

CMS20-012, Library Square Governance Review, June 16, 2020

CMS20-026, Library Square Governance Review, November 3, 2020

CMS21-022, Library Square Governance Update, June 15, 2021

CMS21-029, Aurora Town Square Governance Update, September 21, 2021

CMS22-009, Aurora Town Square Update – Agreements and IT Services, March 1, 2022

CMS22-010, Aurora Town Square Governance – Town Staffing Update 1 – March 1, 2022

CMS22-019, Aurora Town Square Space Usage and Room Permitting Policy, April 5, 2022

CMS22-029, Aurora Town Square Governance – Town Staffing Update 2, June 21, 2022

Finance Advisory Committee Memo, Aurora Town Square Budget Update, June 13, 2023

CMS23-031, Aurora Town Square Update, July 4, 2023

Pre-submission Review

Agenda Management Team review on August 31, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

CMS23-036
Attachment 1

Aurora Town Square

Heritage, Programming & Special Events

September 25, 2023



Aurora
Town
Square



CMS23-036
Attachment 1



Aurora Town Square

Aurora will no longer be York Region's best kept secret — it will become the cultural destination for those escaping the big city. Take a seat while we welcome and captivate you with our small-town charm.

CMS23-036
Attachment 1



Heritage at Town Square

Aurora Town Square will be the headquarters for heritage services and activities offered by the Town of Aurora, through the Aurora Museum & Archives.

Heritage Services and Activities

Initiated by the Community



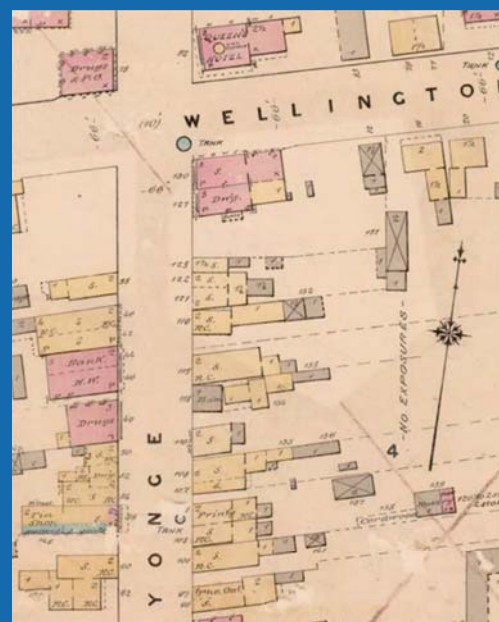
Research Requests



Image Requests



Donation Inquiries



Fire Insurance Map, 1880 amended to 1885

Heritage Services and Activities

Initiated by Staff



Collections Care



Ongoing Documentation



Educational Programs



Curatorial/Exhibitions



Display to commemorate 100th Anniversary of
the Battle of Vimy Ridge.

CMS23-036
Attachment 1

Exhibition Opportunities

New Addition



Four Museum Grade Display Cases



Picture Hanging Rail



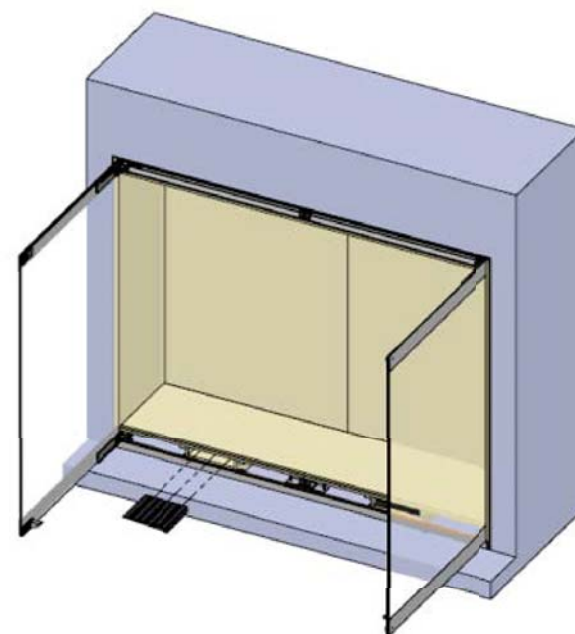
Flexible Use and will Rotate Regularly



Connect with Local, National, and Global Cultural Celebrations



Collaborate with Cultural Partners and Community Organizations



CMS23-036
Attachment 1

Exhibition Opportunities

The Aurora Room



730 Square Feet



Long Term Exhibition with Curriculum Connections



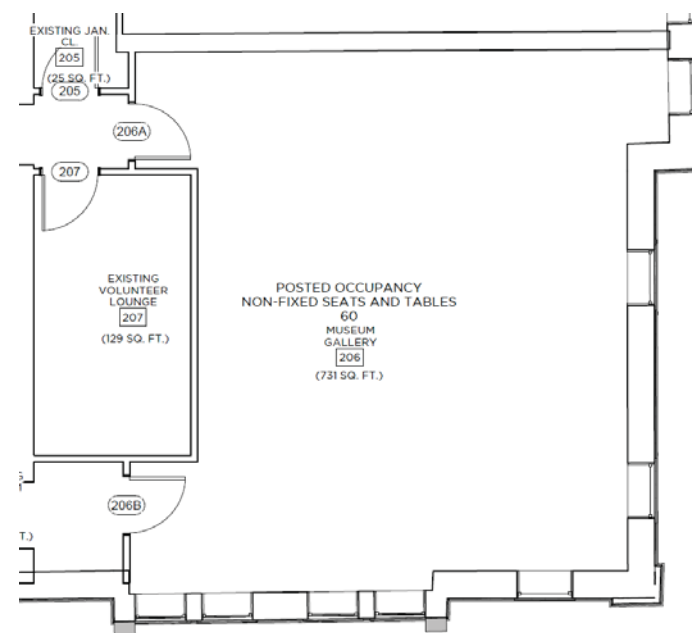
Explore the Passage of Time Through a Thematic Approach



Broaden the Understanding of the Historical Record



Feature a Mural by an Indigenous Artist



Community Perspective

“Recently, I decided it was time to downsize and find new homes for some of my treasured possessions. At the top of my list was my collection of international dolls. I called, sent emails, and did a lot of research on where I could donate my dolls. I had a lot of negative responses to this request until I heard from the Aurora Museum & Archives.

Their response to my request was heartwarming. This is exactly where I was hoping my dolls would find a new home. When I delivered my dolls, we looked at them together and I explained a little about each doll and how I had acquired it. Staff were attentive and genuinely interested in the information I shared. I appreciate that.

As a long-time Aurora resident (my father and mother, Bill and Minda Williams bought the Scanlon Bakery in 1960) I am truly grateful for the response I had from the Aurora Museum & Archives. I look forward to seeing some of my “old friends” on display when the new museum opens.”

- Gwyn Gallant





New Collection Storage Space

The addition features a 1,900 sq/ft visible collection storage space that allows Town Square visitors to see through a large glass partition into the room where artifacts are stored, and collections care activities are taking place.

The previously invisible aspects of museum work (collections care) can now be front and centre.

Programming

Programming at Aurora Town Square will provide an opportunity to connect members of the community in a shared love for, and education in arts, culture and heritage. It's an opportunity to foster the love of learning and growth in a welcoming and community-based setting.

Members of the community will embark on a thrilling journey when they attend a live performance, program, or event at Town Square, expanding their horizons and creating significant community connections.

Programs

at Town Square



Education Programs



Community Programs



Special Workshops



Performances

CMS23-036
Attachment 1



Education Programs

- Creating connections through hands-on activity, social interaction and in-person experiences
- Aurora Museum & Archives
- Diversity, Equity & Inclusion
 - Public Art
 - Theatre
- Expanding partnerships
- Curriculum connections



Community Programs

- Existing Town programs
 - Music
 - Dance
 - Theatre
- Museum Programs

Special Workshops

- All ages
- Themed
- Partnership opportunities



Performances



Live Music



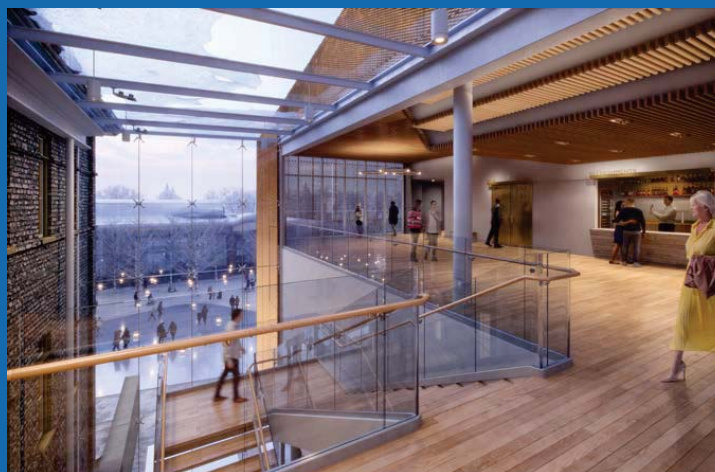
Theatre



Comedy



Cultural Experiences



Culture Days

- New home of Aurora Culture Days
- One central location with design features suited to best support programs and events
- Increased support for Cultural Partners' programming
- Enhanced community experience





Community Support

Cultural Partner Perspective

"We are thrilled to announce that, in 2024, our Annual Induction Celebration Evening will now find its home at the Aurora Town Square. This incredible space perfectly encapsulates the essence of community, providing the ideal location to honour and celebrate the exceptional sport legends who have graced our town. Whether as athletes, coaches, or builders, these individuals have left an indelible mark on our sporting heritage, and it is only fitting that we gather in this symbolic venue to recognize their excellence.

Just as the Aurora Sports Hall of Fame serves as a unifying force, the Aurora Town Square stands as a beacon of unity, bringing together our community through shared values and collective pride. This new partnership not only enhances the event experience, it also strengthens our commitment to preserving the sporting legacy that defines our town and its people."

- Javed S. Khan, President & Chair, Aurora Sports Hall of Fame





Special Events

at Town Square

Aurora Town Square will provide new and enhanced special event opportunities for not only Aurora, but York Region and beyond. This dynamic and engaging space will strengthen our community and our cultural fabric as it becomes a true York Region gem.

Special Events

Creating Connections

The Importance of Events:

- Proven economic drivers
- Key catalyst for community engagement
- Essential tonic for community survival and connectivity
- Immeasurable contributions to our social fabric and for educating us on people and place

Special Events

Events Refreshed in Town Square:

- Aurora's Art Show and Sale
- Aurora's Performing Arts Festival
- Aurora's Christmas Market
- Aurora's Menorah Lighting Ceremony



Special Events

Events expanded and enhanced in Town Square:

- Aurora's Arctic Adventure
- Saturday Night Fever
- Aurora's Multicultural Festival
- Aurora's Family First Night



Special Events

Impact Town Square will have on Special Events:

- Refresh existing events
- Provide expansion opportunities
- Move people throughout the Cultural District
- The optimal landscape to work with more community partners on the Town's event delivery model

Special Events are living, evolving sources of energy that connect us in so many imaginative ways literally and figuratively. Town Square is essential as it is going to be an incredible catalyst for a plethora of new experiences, that will enhance the community's overall quality of life.

CMS23-036
Attachment 1



Your seat awaits



Aurora
Town
Square


AURORA



Aurora Cultural Centre

Presentation to Aurora Town Council

September 25, 2023



IMAGINE
CANADA

Canada Revenue Agency Ontario Not-For-Profit Corporations Act

Board of Directors

The Board of Directors governs the Aurora Cultural Centre based on community needs.
The Centre's Vision, Mission and strategic priorities are created with input, feedback and inspiration from:

Funders

- Town of Aurora
- Province of Ontario
- Canadian Government
- Corporate Partners, Foundations, and Donors

Patron Base

- Seniors
- Adults
- Families
- Youth and Children
- Donors
- From existing, newcomer and culturally-specific communities

Partnerships

- For Profit and Not-For Profit Corporations
- Cultural Groups and Business
- Government partners



Programming 2010–2023

Proudly programming at 22 Church Street since 2010

Venue management

Offsite programming throughout Aurora in 2020-2023



Gallery

2010–2023

- 9-12 professional artist exhibits annually; up to 6 exhibits while offsite
- 4 professionally equipped galleries; 1 gallery while offsite
- Annual Mayor's Celebration of Youth Arts
- Adult and family-oriented exhibits, collaboration with community partners
- Digital gallery available for every exhibit
- Digital and in-person education events/activities for every exhibit
- Sales of art, determined by artist
- Responsible for all marketing and promotion, fundraising, customer service, curatorial, contracting, administration, installation and de-installation, events, and education activities



Performing Arts

2010–2023

- Music concerts and performing arts events
- Professional artists, including Juno and Polaris prize-winning artists
- All music genres
- Theatre, puppetry, and movement (dance) events for families (ages 18mth +)
- ~ 20 events annually
- 20-35 pop up events in 2021 & 2022
- Responsible for all curatorial, contracting, artist liaison and hospitality, professional production and audience management, marketing and promotion, customer service, ticket sales, and fundraising



Performing Arts

2010–2023

- 15-20 events in Brevik Hall through 2020, and in offsite partner venues 2020 – present
 - Aurora Cultural Centre Presents – adult concert programming in all musical genres
 - ACC Family Program – music, theatre, puppetry, movement programming for families with school-aged children
 - Magic Carpet Series – music, theatre, puppetry, movement programming for families with toddler-aged children
 - Kaleidoscope in the Schools – music, theatre, puppetry, movement programming for junior-kindergarten-grade 4 students in York Region schools





Education

2010–2023

- ~ 70 visual and performing arts education for ages 4+
- Professional arts educators
- 3 terms of core classes, short courses and workshops
- 8 weeks of summer camps in visual arts for ages 4-12,
- Located in Art Activity Room, Brevik Hall, Galleries; temporary venues while offsite
- Kaleidoscope in the Schools (KITS) delivery to 36 schools; growing to 52 schools in 2023-2024
- Responsible for contracting, artist liaison, materials, marketing and promotion, registration of participants, customer service, producing KITS with production and FOH, developing curriculum, professional development to teachers, relationship management with 4 school boards





Rental Program

2010–2020

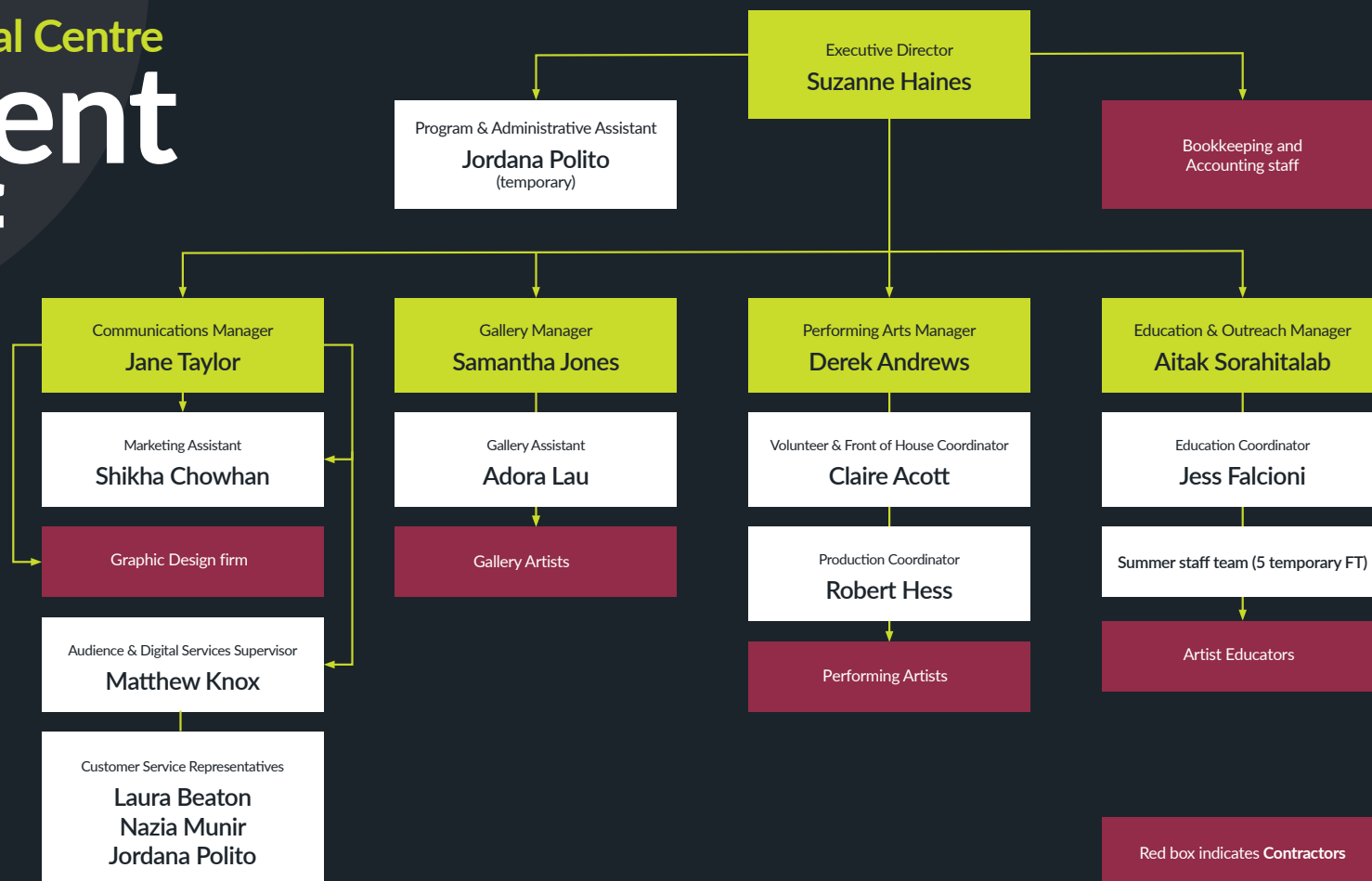
- Grew to approximately 250 events with community partners; annual revenue ~\$60K
- Rentals included meetings, arts events, memorials, training sessions, special occasions, etc.
- Responsible for customer service and permitting
- The rental program was sunset in 2020





Aurora Cultural Centre

Current Staff





Aurora
Cultural
Centre

Aurora Cultural Centre at Aurora Town Square

A shared vision of success

Shared Vision

Aurora Town Square is not just a building - it is a cultural nexus where creativity, talent, and innovation converge to create unforgettable experiences. Our vision is to establish Aurora Town Square as a leading destination where artists, educators, researchers, audiences, and enthusiasts come together to celebrate the magic of arts, culture, and community. We will cultivate an environment that transcends boundaries and genres, evokes emotions, inspires change, and promotes learning.

Shared Mission

Within a well-managed, high integrity environment that is fiscally responsible, Aurora Town Square supports the community to:

- Create meaningful, quality experiences that inspire the community
- Inspire community connection through shared experiences and cultural exchange to create a place of belonging
- Encourage community reflective grassroots participation that embraces the tapestry of voices, lived experience, histories, and stories to foster diverse opportunities

Comment on Budget

We currently receive a base budget plus one-time allocations of an agreed historical top-up. This funding typically also receives a COLA/ Growth allocation. Programming activities listed here are all possible within this current level of funding. New programs will be funded through new revenue sources made possible through access to additional infrastructure and targeted fundraising efforts.



Gallery Programming

Additional Services to the Community in Aurora Town Square

- Extend the Mayor's Celebration of Youth Arts exhibit across Aurora Town Square
- Visual Arts residency program – Aurora Cultural Centre Artists Create!
 - Located in the 22 Church Street basement art activity room
 - Open to artists who are building programming for the Gallery program
- Community visual arts gallery

Additional services funded through new revenue sources





Performing Arts Programming

Additional Services to the Community in Aurora Town Square

- Brevik Hall Creates!
 - Artist residency program for Performing Artists
- Access to a new performing arts hall
- ACC in the Square – summer concert programming in the outdoor amphitheatre

Additional services funded through new revenue sources





Education Programming

Additional Services to the Community in Aurora Town Square

- Access to new infrastructure
- Growth in programs for the community

Additional services funded through new revenue sources



Activation in Aurora Town Square

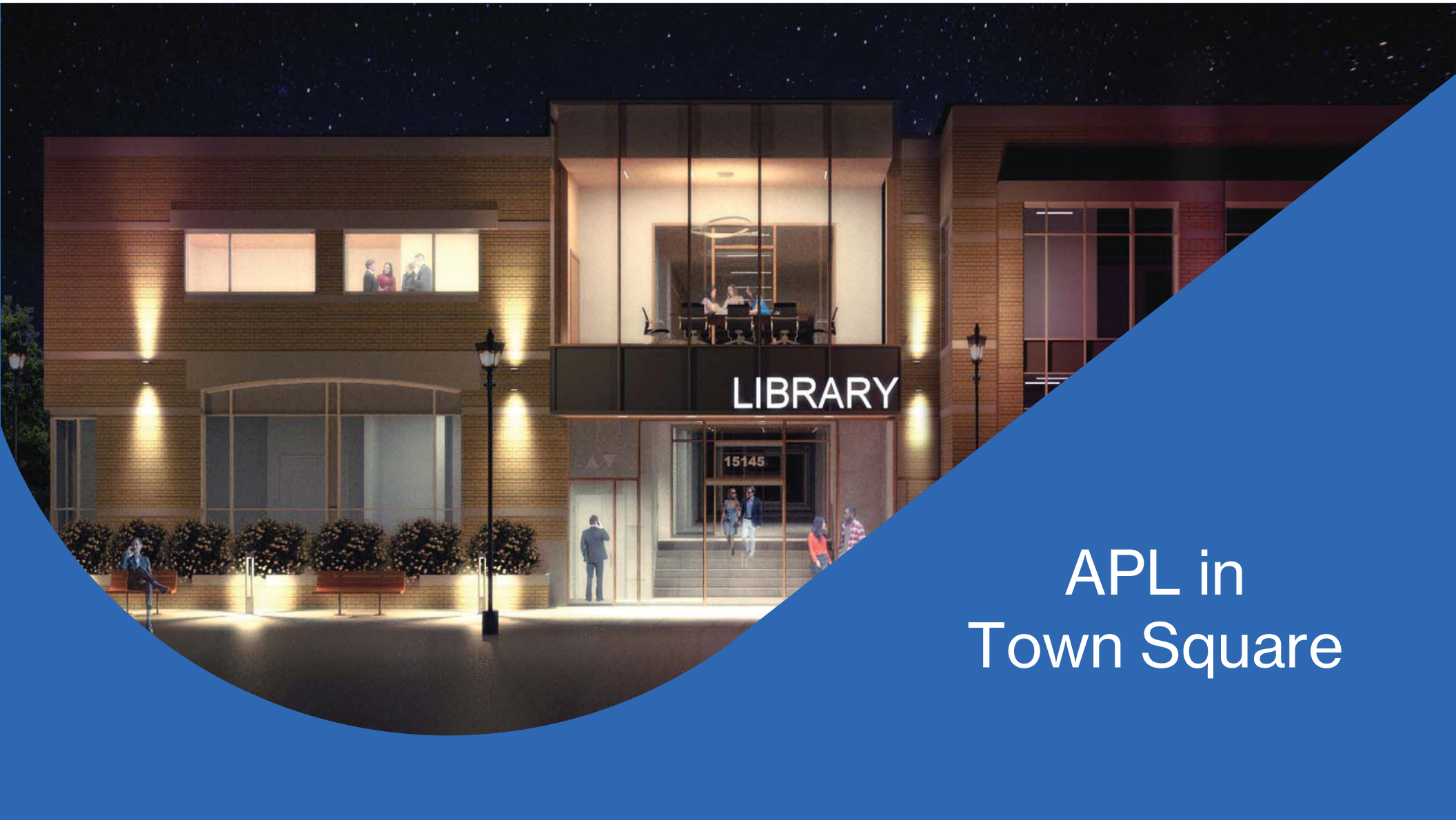
Program	Existing programming	Additional Services to the Community
Visual Arts/Gallery	<ul style="list-style-type: none"> • 9-12 gallery exhibits • Education events 	<ul style="list-style-type: none"> • Mayor's Celebration of Youth Arts across all of Aurora Town Square • ACC Artists Create! • Community gallery on 1st floor of new building
Performing Arts	<ul style="list-style-type: none"> • ~35 events for ages 18 mths+ • community events 	<ul style="list-style-type: none"> • Brevik Hall Creates! • Performance Hall use • ACC in the Square events
Education	<ul style="list-style-type: none"> • ~80 classes, workshops, short courses • Summer camps programs • Kaleidoscope in the Schools to 52 schools across York Region 	<ul style="list-style-type: none"> • Additional summer camps • Deliver Town visual and performing arts classes with similar/identical curriculum • Growth in number of classes • Use of new visual and performing arts studios in Aurora Town Square



Aurora
Cultural
Centre

Thank you





APL in
Town Square





Preschool





Children







Teens







Adults









Creative Studio





Small Business





Out in the
Community





Meet the Candidates





Events



Pre-pandemic: 262,500 visits

June 2023: 23,631 visits

Exam Week: 8,000 visits (Mon – Sat)

Forecasting: 220,000 visits
(with return to full opening hours)





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Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora

General Committee Report

No. CMS23-038

Subject: Aurora Town Square Business Plan

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-038 be received; and
2. That the 2024-2026 Aurora Town Square Business Plan be approved, and that its financial implications be inserted into the draft operating budget for Council's review and approval.

Executive Summary

This report provides an overview of the 2024-2026 Aurora Town Square Business Plan, including detailed financial information.

- The Aurora Town Square Business Plan outlines how this dynamic community space will operate over its first three years of operation.
- Section 1 provides an overview of Aurora Town Square's Mission and Vision, Strategic Context, Program Overview, Background, Context and the need for Aurora Town Square.
- Section 2 examines Aurora's changing demographics, culture-related Census data, and identifies Aurora Town Square's target audience and competitors.
- Section 3 includes the Aurora Town Square organizational chart and summarizes Town staff roles and responsibilities.
- Section 4 provides more detailed information about programs and services the Town will offer at Aurora Town Square, including the Grand Opening.

- Section 5 includes information about the Aurora Town Square Marketing Plan, which guides the execution of marketing and communications activities that demonstrate Aurora Town Square’s long-term value for arts and cultural experiences, as well as community connection in Aurora.
- The Operational Plan forms Section 6 and outlines the key strategies and activities necessary for the successful day-to-day functioning of Aurora Town Square.
- Section 7 provides revenue and expenditure projections for 2024, 2025 and 2026, and compares the original Municipal Services Board operating budget with the Hybrid Governance Model operating budget.
- Section 8 pinpoints several potential risks that may negatively impact Aurora Town Square and how they can be proactively mitigated.
- Section 9 highlights several evaluation and benchmarking metrics that will be used to sustain or improve Aurora Town Square’s performance.

Background

On July 11, 2023, Council passed a resolution stating, “that the Aurora Town Square operating plan be brought before Council prior to budget 2024 deliberations, including the Aurora Cultural Centre’s (ACC) programming and staffing plan.” Since July, staff have worked to create the attached Aurora Town Square Business Plan for Council’s review. The ACC’s programming and staffing plan will be covered in a separate report.

Analysis

The Aurora Town Square Business Plan outlines how this dynamic community space will operate over its first three years of operation.

Not only does the Business Plan serve as a roadmap for Town Square during its start up period, it also:

- Reiterates the importance of Town Square to Aurora and how such a facility will meet the needs of the community.
- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom.

- Outlines how Town Square will be managed effectively, including financial considerations.
- Recognizes potential risks and establishes a mitigation strategy for each.
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time.

Section 1 provides an overview of Aurora Town Square’s Mission and Vision, Strategic Context, Program Overview, Background, Context and the need for Aurora Town Square.

This section highlights the need, purpose and role of Town Square in general terms. It positions Town Square within the strategic planning framework of the municipality by identifying how Town Square supports various strategic documents, such as the Corporate Strategic Plan and Economic Development Strategic Plan.

Section 1 also provides a summary of the types of programs that will be offered at Town Square by the Town, Aurora Cultural Centre (ACC) and Aurora Public Library (APL). Finally, this section offers a brief history of various cultural gathering spaces and programming venues within Aurora and concludes with an outline of how the cultural needs of Aurora’s growing population will be served by Town Square.

Section 2 examines Aurora’s changing demographics, culture-related Census data, and identifies Town Square’s target audience and competitors.

Understanding that Aurora has a growing, aging and diversifying population is key to determining the types of experiences to offer at Town Square. Census data will also help shape how staff market and communicate to our audiences. Section 2 provides an overview of this data and argues that the ongoing monitoring and analysis of our audience will be important to ensuring the program and performance schedule continues to meet with the needs of our evolving community.

Section 3 includes the Aurora Town Square organizational chart and summarizes Town staff roles and responsibilities.

Town Square requires an adaptive operating structure that reflects its multi-functional capacity and diverse programming roster. Section 3 provides an organizational chart that shows Town Square staff, but also identifies the various other Town divisions that will support Town Square operations.

The organizational chart does not include ACC staff; however, the Town anticipates that both Front of House and Technical Production responsibilities will become part of the ACC's portfolio with Council approval.

Section 4 provides more detailed information about programs and services the Town will offer at Aurora Town Square, including the Grand Opening.

Town Square will be the headquarters for the Town's heritage services offered by the Aurora Museum & Archives (the Museum). Museum staff will assist the public with research and image requests, and donation inquiries. Staff will also manage for the collection of over 30,000 items out of the new collections space, continue to document Aurora's past and present using various media, launch new educational programs, and present exciting exhibition opportunities.

The various features of Town Square will also allow for several Town programs to find a home in the new spaces. Some will be brand new, and some will be relocated from other Town facilities. A variety of Town Special Events are also being considered to run out of Town Square, such as the Mayor's Levee, Performing Arts Festival, Aurora Christmas Market, and more.

The Town's goal for each program, event and performance at Town Square is to balance cost recovery through earned revenue generation with accessibility and affordability. The Town Square Fees and Charges Schedule is attached to the Business Plan.

Section 5 includes information about the Aurora Town Square Marketing Plan, which guides the execution of marketing and communications activities that demonstrate Aurora Town Square's long-term value for arts and cultural experiences, as well as community connection in Aurora.

The strategy outlines all marketing communications tactics and promotional activities, including: the 2023 Social Media Strategy; partnerships and collaborations; community engagement initiatives; the launch of the Town Square microsite; the Town Square monthly e-newsletter; media relations; and all print and digital marketing materials, videos, and ads that lead into The Square's first full year of programming.

The Town Square Marketing and Communications Strategy aims to create excitement about the opportunities for residents, community members, and local businesses.

The Operational Plan forms Section 6 and outlines the key strategies and activities necessary for the successful day-to-day functioning of Aurora Town Square.

This section describes each area of expertise that is required to operate Town Square successfully, including:

- Facility Maintenance
- IT Services
- Programming
- Collections and Exhibitions Management
- Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management

It also outlines the Town's responsibility for delivering each area of expertise. Finally, it argues that the ACC is best suited to provide Technical Production and Front of House services at Town Square, and what the staffing model would look like.

Section 7 provides revenue and expenditure projections for 2024, 2025 and 2026, and compares the original Municipal Services Board operating budget with the Hybrid Governance Model operating budget.

The original 2019 Business Plan and financial strategy was based on a Municipal Services Board Governance Model and estimated that net annual operating costs for Town Square would be \$720,000. This amount was approved by Council and phased in over three years (2019, 2020 and 2021) to ensure Town Square would be funded prior to opening and to minimize the tax impact.

The Town's total annual incremental net operating requirements for the Municipal-Not-for-Profit Governance Model is now estimated to be \$1,070,000, an increase of \$350,000 over the 2019 estimate. To address the additional budget pressure, staff recommend that a similar multiyear funding strategy be used again (i.e., phased into the operating budget over a three-year period), so that the new pressure is fully funded by the tax levy by 2026. In the interim, any budget shortfalls should be funded from past unused Town Square operating funding that is being held within the tax rate stabilization reserve.

The new net operating requirement of \$1,070,000 will allow the Town to provide the following services at Town Square:

- Facility Maintenance
- IT Service Delivery
- Customer Service
- Bookings and Rentals
- Box Office Administration
- Program Registration
- Heritage Services and Museum Management
- Café and Concession Services
- Programming, including community events

Audience Services and Technical Production are currently outside the Town's scope. These services can be provided by the ACC at an additional cost beyond their base allocation. The ACC has identified additional staff and budget requirements to provide these services as outlined in Attachment 3 of the Business Plan.

If not provided by the ACC, the Town could supply these additional services beyond their current scope using contracted services, volunteers and existing staff. In both cases, the costs for providing these services can be partially recouped through earned revenue.

When creating the revised Town Square operating budget, several factors contributed to the increased annual incremental net operating requirements, including the following:

- The original net annual operating costs of \$720,000 were not subject to an inflationary increase since their inclusion in the operating budget in 2019. As a result, this amount has foregone approximately \$75,500 in inflationary increases from 2019 to 2023.
- The 2019 financial strategy and operating cost estimates did not account for the 10,000+ sq. ft. (or 12% more space) subsequently added to the project that contributed to higher annual facility maintenance costs of approximately \$160,000, not including the additional staff salaries required to operate the expanded facility.
- The adoption of the Municipal-Not-for-Profit Hybrid Governance Model meant that the Town's projected income would be lower as revenue will now be shared by the Town and ACC.

Like the 2019 financial projections, the revised 2024-2026 budget takes 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.

Section 8 pinpoints several potential risks that that may negatively impact Aurora Town Square and how they can be proactively mitigated.

Some of the risks identified in Section 8 are related to:

- Marketing and Promotion
- Market and Demand
- Operational Considerations
- Technological Considerations
- Health and Safety
- Reputation and Public Relations
- Environmental and Sustainability
- Economic and Financial
- Parking Supply
- Partner Relations

This section also provides at least one Mitigation Strategy for each risk identified.

Section 9 highlights several evaluation and benchmarking metrics that will be used to sustain or improve Aurora Town Square's performance.

The final section of the business plan argues that robust measurement practices will provide valuable insights into the long-term growth and success of Town Square. This section offers the following measurements and tracking methods for Town Square:

- Customer satisfaction with the quality of Town Square programs
- Customer satisfaction with the diversity of program offerings
- Customer satisfaction with Box Office, Facility Maintenance, Customer Service, Programming, and Heritage Services
- Community satisfaction with donation inquiries and Museum research requests
- # of participants in Town programs at Town Square
- Community engagement (volunteering)
- Earned Revenue (programs and rentals)

These metrics may evolve over time and will eventually include measurements related to the implementation of the Cultural Action Plan and Public Art Plan. By consistently implementing improvement strategies based on thorough evaluation, Town Square will

be in a position to deliver quality and dynamic programs and events that cater to the community and provide a vibrant and creative experience to attendees and participants.

Advisory Committee Review

None.

Legal Considerations

None.

Financial Implications

Should Council approve the attached multi-year business plan, its financial implications will be inserted into future proposed operating budgets for Council's review and approval. Any resultant incremental funding requirements will be addressed through a similar multiyear funding strategy to what has been used in the past.

Communications Considerations

The 2023-2024 Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences. Through the Marketing and Communications Strategy – which includes a variety of communications tools, channels and tactics – the Town will inform the public about its own special events, rental opportunities, and the various the initiatives of our cultural partners.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council can provide further direction.

Conclusions

This report summarizes each section of the 2024-2026 Aurora Town Square Business Plan and recommends that any financial implications associated with the Business Plan be inserted into the draft operating budget for Council's review and approval.

Attachments

Attachment 1 - 2024-2026 Aurora Town Square Business Plan

Attachment 2 - Aurora Town Square Business Plan Presentation

Previous Reports

CMS19-009, Library Square Proposed Operating Plan, March 21, 2019

FS19-012, Library Square – Financial Strategy, March 21, 2019

CMS20-008, Library Square Governance Review, March 3, 2020

CMS20-012, Library Square Governance Review, June 16, 2020

CMS20-026, Library Square Governance Review, November 3, 2020

CMS21-022, Library Square Governance Update, June 15, 2021

CMS21-029, Aurora Town Square Governance Update, September 21, 2021

CMS22-009, Aurora Town Square Update – Agreements and IT Services, March 1, 2022

CMS22-010, Aurora Town Square Governance – Town Staffing Update 1 – March 1, 2022

CMS22-019, Aurora Town Square Space Usage and Room Permitting Policy, April 5, 2022

CMS22-029, Aurora Town Square Governance – Town Staffing Update 2, June 21, 2022

Finance Advisory Committee Memo, Aurora Town Square Budget Update, June 13, 2023

CMS23-031, Aurora Town Square Update, July 4, 2023

Pre-submission Review

Agenda Management Team review on August 31, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer



Aurora
Town
Square



Business Plan

2024-2026

Aurora Town Square Business Plan, 2024-2026

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Attachment 1 – Proposed Town Square Fees and Charges Schedule

Attachment 2 – Testimonials

Attachment 3 – 2024-2026 Financial Projections

Land Acknowledgement

The Town of Aurora acknowledges that the Anishinaabe lands on which we live and work are the traditional and treaty territories of the Chippewas of Georgina Island, as well as many other Nations whose presence here continues to this day.

As the closest First Nation community to Aurora, we recognize the special relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands, and as a municipality we join them in these responsibilities.

We further acknowledge that Aurora is part of the treaty lands of the Mississaugas and Chippewas, recognized through Treaty #13 as well as the Williams Treaties of 1923.

A shared understanding of the rich cultural heritage that has existed for centuries, and how our collective past brought us to where we are today, will help us walk together into a better future.

1. Executive Summary

The Aurora Town Square (Town Square) Business Plan provides an overview of how this dynamic community space will operate over its first three years. Moreover, it

- Reiterates the importance of Town Square to Aurora and how such a facility will meet the needs of the community
- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom.
- Outlines how Town Square will be managed effectively, including financial considerations
- Recognizes potential risks and establishes a mitigation strategy for each.
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time

1.1 Overview of Aurora Town Square's Mission and Vision

Town Square is a visionary project poised to transform the cultural landscape of our community. It brings together many integral elements of Aurora's fabric, including arts, heritage, entertainment, economic development, innovation, cultural tourism, and more. The success of sophisticated and inclusive community spaces like Town Square has been demonstrated in countless other towns and cities across the globe. Through the creation of Town Square, Aurora has chosen to leverage its assets to actively support a vibrant downtown, build a strong and vital cultural sector, and expand partnerships that contribute to a greater quality of life for everyone.

The Town Square Business Plan outlines a comprehensive strategy for bringing this exceptional facility to life and for sustaining its success over the first three years of operation and beyond.

1.2 Shared Vision, Mission, Values and Guiding Principles

Town of Aurora and Aurora Cultural Centre staff worked collaboratively to develop the following Vision, Mission, Values and Guiding Principles for Aurora Town Square.

1.2.1 Shared Vision

Aurora Town Square is not just a building - it is a cultural nexus where creativity, talent, and innovation converge to create unforgettable experiences. Our vision is to establish Aurora Town Square as a leading destination where artists, educators, researchers, audiences, and enthusiasts come together to celebrate the magic of arts, culture, and

community. We will cultivate an environment that transcends boundaries and genres, evokes emotions, inspires change, and promotes learning.

1.2.2 Shared Mission

Within a well-managed, high integrity environment that is fiscally responsible, Aurora Town Square supports the community to:

- Create meaningful, quality experiences that inspire the community
- Inspire community connection through shared experiences and cultural exchange to create a place of belonging
- Encourage community reflective/grassroots participation that embraces the tapestry of voices, lived experience, histories, and stories to foster diverse opportunities

1.2.3 Shared Core Values and Guiding Principles

The top values are:

- Excellence
- Collaboration
- Embracing Diversity and Equity
- Respect
- Accountability

These five core values will be used to build an operational strategy to work together and better serve the public. We will expect current and new team members to live these values as they do their work at Aurora Town Square.

Excellence means:

- Performances are on time, to the best of the artist's ability, supported by quality customer service, production and audience management
- Arts programming strives to be powerful and moving
- Educational programs provide learning that is deep and resonates with the consumer
- There are authentic and sustainable partnerships between partners in the Hybrid Governance Model

Measuring success:

- The community recognizes the value of what they experience through survey results, showing sustained/long-term excitement and return visits
- The venues are booked and busy
- Programming is well attended and consistently successful
- Rental clients are satisfied
- Conflicts are minimal between partners, solved with all interests being considered

Table 1. Aurora Town Square Guiding Principles 1

<u>Excellence is delivered through</u>	Guiding Principles
Customer Service	Clients are treated with utmost respect, with clear information and helpful suggestions in a timely manner. Staff reach out to make sure every customer experience is a great one. The hybrid team recognizes the needs of other team members and facilitates requests in a timely and respectful manner.
Facility and Property Management	The facility is safe, clean and free of debris. Sidewalks are shovelled and de-iced in the winter and landscaping is maintained in the summer. Parking lot is free of debris and snow. Accessible parking signs are clear, obvious and accessible parking spots are prioritized for maintenance. Mechanical, operational and security systems are maintained. There are timely responses to emergency situations. All repairs and maintenance are scheduled to best suit the activity in the building.
Programming and Events	Programmers care deeply about finding the highest quality artist and/or arts educator to deliver the programming at the level articulated for the program (community, emerging, established). Rental clients are offered coaching and mentorship to produce the highest quality experience in the most efficient way.

Collaboration means:

- Working with others to achieve a shared goal and/or vision
- Recognizing and utilizing the differing skills, knowledge, specializations, and lived experience from members of the collaborative team
- A successful collaboration results in a cohesive vision, story, and expression of the project

Measuring success:

- Expectations and roles are clear, and results are achieved
- Collaborators feel heard, respected and are proud of the results
- Community stakeholders are satisfied with the outcomes

Table 2. Aurora Town Square Guiding Principles 2

Collaboration is delivered through	Guiding Principles
Relationship Building	Staff develop and nurture long-term positive relationships with each other, with partners in governance, and with community stakeholders. Staff come to collaborators with an unbiased, open mind, use clear communication, show mutual respect, and remain curious to seek clarification and understanding of shared interests.
Community	Reach out to create relationships throughout the community with a diversity of voices and encourage partnerships that foster new programming outcomes with the community.
Diversity	Unique and different voices are sought and invited to participate in collaborations. When a voice is missing, the collaborators seek a partner or pathway to fill the void before continuing the project.

Embracing Diversity and Equity means:

- The physical space is accessible for a diversity of abilities
- A variety of programming options and offerings are available
- Programming reflects the diversity of the communities we serve

Measuring success:

- The community reflects that Aurora Town Square is a safe, welcoming, and inclusive space
- Societal issues are welcome, reflected, and discussed in programming
- Representation is welcome and obvious
- All those who enter the facility feel safe and welcome

Table 3. Aurora Town Square Guiding Principles 3

Embracing diversity and equity is delivered through	Guiding Principles
Policies	Policies are welcoming and inclusive, representing the diversity needed to provide access to the venues. Operational policies are open for consideration if new information presents itself.
Programming	Programmers curate bravely to encourage dialogue in the community. Dialogue is encouraged and respected as it evolves. Bringing in voices to speak for themselves when delivering cultural or ethnic programs.
Recruitment	Recruitment practices result in a diversity of employees from different lived experiences, backgrounds, abilities, ages, and genders.

Respect means:

- Creating an environment that builds a deep sense of belonging for clients, participants and staff
- Sensitivity to cultural appropriation

Measuring success:

- Cohesive working environment with few misunderstandings
- Clients report feeling a sense of belonging in the space
- Participants return for additional programming
- Staff are satisfied and engaged

Table 4. Aurora Town Square Guiding Principles 4

<u>Respect</u> is delivered through	Guiding Principles
Effective and Open Communication	Using and building listening skills to encourage active listening. De-centering oneself from the discussion and using plain language/plain speak. Staying curious and asking questions to seek understanding.
Trust, Respect, Mindfulness and Empathy in Action	Finding ways to reflect this value for each other as we work together, for organizational values, strategy, approach, and goals where they differ, for the environment to ensure we are respectfully choosing eco-friendly options, for the clients and community as they interact with either team to provide consistent excellent customer service.
Programming	Finding representative voices with diverse perspectives. Being aware of, and sensitive to, definitions of cultural or ethnic appropriation.

Accountability means:

- Fiscal responsibility
- Maintaining integrity and being transparent
- Responding to environmental needs
- Providing access

Measuring success:

- Stakeholders feel satisfied with reporting frequency, results, and transparency
- External bodies recognize the integrity of the organizations
- Efficiency is monitored, reassessed, and adjusted as needed
- Financial accountability through reporting to stakeholders

Table 5. Aurora Town Square Guiding Principles 5

Accountability is delivered through	Guiding Principles
Integrity and Transparency	Exercising good governance and integrity to achieve goals and vision including being fiscally responsible, accountable, and transparent.
Environmental Sensitivity	Adopting green practices where possible and being sensitive to the need to protect the environment. Connect culture to the environment through programming and seek to teach, inspire and evolve the conversation in the community.
Accessibility	Maximize access through program affordability, adapting physical access, programming for differing abilities, and showing a sensitivity to cultural requirements.

1.3 Strategic Context

Town Square supports the Town's Strategic Plan by contributing to an exceptional quality of life for residents and visitors alike. As a strategic investment in sustainable infrastructure, Town Square celebrates and promotes culture, encourages an active healthy lifestyle, strengthens the fabric of our communities by building on established partnerships, and promotes economic opportunities and resiliency while positioning Aurora as a desirable place to do business.

Town Square also supports the following corporate strategic documents:

Economic Development Strategic Plan

- Section 4.3., Theme # 3 – Downtown Aurora as a Destination & Focal Point for the Community
- Section 4.4., Theme # 4 – Improving the Quality of Life through Heritage, Arts, Culture, Tourism and Community Engagement

Aurora Promenade Concept Plan

- Strategy 3 - Strengthen the Cultural Precinct by leveraging the concentration of cultural assets and by creating additional facilities and enhanced public spaces.

Cultural Plan

- Strategic Direction 2: Expand Culture's Role in Economic Development
- Strategic Direction 3: Build a Strong and Vital Cultural Sector

1.4 Program Overview

The following table provides an overview of the types of programs to be offered by the Town, including the Museum & Archives, as well as the Town's partners, the Aurora Cultural Centre and Aurora Public Library.

Table 6. Aurora Town Square Programming Overview

Organization	Primary Area of Focus	Description
Aurora Cultural Centre	Performing Arts (Music, Theatre, Dance, family programming etc.) Visual/Fine Arts (Gallery Exhibitions/Tours, Painting & Drawing and Photography Classes, etc.) Curriculum-based/ Curriculum-enhanced arts programming Crafts (Textiles, Glass, Jewellery Classes) Camps Community Events	The ACC develops accessible/community-focused programs geared to beginners, right up to pre-professionals and professionals. They have extensive experience hosting professional live performances and professional visual arts programs and exhibitions. They also develop year-round education programs that complement their performing arts and visual arts streams. Serves an audience from 18 months to adults.
Aurora Public Library	Adult Learning Literary Arts (Fiction, Non-fiction, Poetry, Storytelling) Electronic Arts (New Media, Digital & Animation)	The APL offers nearly 1,900 programs annually that focus on providing individuals with skills to navigate everyday life. APL staff are generalists, and their goal is to enhance the experience of residents in a way that is complementary/adjunct to

	<p>STEAM (Science, Technology, Engineering, Arts and Math)</p> <p>Crafts</p> <p>Community Events</p>	<p>more advanced programs offered by other stakeholders (i.e., to create excitement for ongoing learning). Many of their programs are not designed for a specific skill level but are meant to be more experiential in nature and open to people of all skill levels and life experiences.</p> <p>All ages learning.</p>
Town of Aurora, Aurora Museum & Archives	<p>Heritage (Natural, Built, Material, Folkloric Arts, Artifact-based)</p> <p>Community Events</p> <p>Curriculum-based Education Programs</p>	<p>The AMA provides programs for generalists to scholars. Their goal is to tell the stories of our communities through exhibitions, research, lectures/talks and tours. Staff have also recently undertaken film and theatre programs/initiatives. The AMA views the entire town as a museum, not just a collection of artifacts within four walls; activating outdoor spaces has become an increasing area of focus (e.g., Pet Cemetery)</p>
Town of Aurora, Recreation Services	<p>Entry-level to intermediate arts programming based on demand and instructor availability</p> <p>Health and Wellness</p> <p>Civic Arts (e.g., Public Art)</p> <p>Community Events</p>	<p>Town staff are also generalists that provide entry-level/grassroots programming, or programs that allow individuals to pursue their hobby. The focus is on accessibility and low cost, although they work on a cost-recovery basis. When developing programs, Town staff</p>

	Camps	examine trends and seek community feedback. The Town provides many basic or “learn to” programs, such as Learn to Draw, Learn to Play an Instrument, etc. Fitness, health and wellness programming is a growing field. Recreation Services staff are currently evaluating which programs might transition to Aurora Town Square once operational.
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In addition to the programs identified above, numerous other service providers, including the Town’s Cultural Partners, will offer a range of programs at Town Square. Such program opportunities will include film screenings, lectures, theatre productions, concerts, specialized workshops and programs for all ages, community events, gatherings and celebrations.

1.5 Background and Context

Historically, various locations across Aurora have been used for community assembly, performances, and as cultural spaces, including:

- Mechanics’ Hall, built in 1870, hosted lectures, social gatherings, performances, music festivals and community classes.
- The Armoury, built in 1874, has served as a venue for live music, dances, parties, performances, and exhibition space. Currently operated by Niagara College, the Armoury has transformed into a catering venue and culinary training facility, however it continues to serve as a place for music, dances, parties and performances hosted by a range of user groups.
- Although now gone, the second floor of the old Town Hall (1876- 1956) was a large public auditorium that hosted a variety of events and programs.
- Beginning in 1877, the second floor of 15224 Yonge Street (known as the Faughner Block) was used as a music hall as well as a reading room.
- The Aurora Historical Society, established in 1963, operated a community museum in the former Town waterworks building.

- The Aurora Community Centre, built in 1967, hosted sporting events as well as several music performances and regular community events.
- Since 1973, Theatre Aurora, a not-for-profit community theatre, has been leasing the Town owned Factory Theatre for live theatrical productions.
- In 1978, the 22 Church Street School became a cultural and recreation centre. It was home to the Aurora Historical Society, Friendship Circle, Boy Scouts, Big Brothers, the Pottery Guild, and now houses the Aurora Museum & Archives and the Aurora Cultural Centre.
- Since 1992, the Aurora Historical Society has been operating a museum out of Hillary House after first acquiring the property from the Hillary family in 1981.
- In 2001, the Aurora Public Library moved into a new building and their old location on Victoria Street, as well as the former Senior's Centre/Fire Hall, were demolished.
- In 2003, the Aurora Historical Society signed an agreement for use of 22 Church Street and embarked on a comprehensive renovation project. The project costs were eventually taken over by the Town and the Aurora Cultural Centre was granted use of the building to deliver cultural programs on behalf of the municipality under a Provision of Cultural Services Agreement.
- In 2015, the Aurora Museum & Archives opened in 22 Church Street School, offering heritage services, including temporary historical exhibitions, out of the second floor Aurora Room.

1.6 Demand for Aurora Town Square

As Aurora's population grows, so too has interest and participation in arts and cultural events. The findings of the 2018 Culture Track: Canada study reveals a deep appreciation for culture among Canadians, suggesting an inherent recognition of its societal value^[1]. The research shows that Canadian audiences partake in cultural activities because they provide them with a sense of belonging, encourage understanding and compassion, and expose them to new ideas and experiences. The study also demonstrates that modern audiences prioritize relevance over traditional categorizations. Notably, the study underscores that lack of relevance is a substantial obstacle to cultural engagement.

The findings also reveal a shifting landscape when it comes to charitable giving. The percentage of respondents contributing to cultural organizations demonstrated a consistent upward trajectory, rising from 33 per cent in 2011 to 35 per cent in 2014, and to 41 per cent in 2017. This data highlights the growing commitment of audiences to support cultural initiatives that resonate with their values and interests.

Aurora's population growth, as well as a steady increase in cultural programming locally, has not been met with a corresponding expansion of suitable facilities to accommodate this growth and diversification. Town Square presents a unique opportunity to meet the broadening cultural tastes and burgeoning appetite for cultural offerings within Aurora and York Region. Town Square is also well situated to leverage the public's favourable perception of culture and the evolving cultural landscape to drive meaningful change within Aurora and beyond.

Council's approval in 2019 to forge ahead with the construction of Town Square signalled the Town's belief in the importance of culture to economic development, community revitalization, and quality of life.

^[1] [2018 Culture Track: Canada Study](#)

2. Market Analysis

The following section assesses Town Square's target market and audience in relation to local and regional competitors.

2.1 Audience Demographics

Aurora has a diverse and growing population of 62,057 as of 2021, which represents a change of 11.9 per cent from 2016. When compared to provincial and national growth rates (5.8 per cent and 5.2 per cent respectively from 2016 to 2021), Aurora is growing at over twice the pace. The Town covers an area of 50 square kilometers and has a population density of 1,241 people per square km. In 2021, there were 21,506 private dwellings occupied in Aurora, which represents a change of 14.1 per cent from 2016.^[1]

The average age of the population in Aurora is 40.9, with the 45-54 age bracket representing 15.6 per cent of the population. According to the 2021 Census, 61.5 per cent of the Aurora population are non-immigrants, while 36.8 per cent are immigrants. In Aurora, most residents speak English as their first language. However, Mandarin, Yue (Cantonese), Iranian Persian Languages, Russian, and Spanish were indicated as non-official languages spoken at home by the largest number of people in 2021. In terms of education, 50.3 per cent of people aged 25 to 64 have a bachelor's degree or higher, compared to 36.8 per cent in Ontario and 32.9 per cent in Canada^[2]. Income levels for Aurora residents are among the highest in the nation, with a median after-tax household income of \$102,000 in 2020^[3].

Based on 2016 Census data, culture accounts for \$2,086 per capita in Aurora, and \$1,775 per capita nationally, as of 2019. Census 2016 also shows that there are more

than 1,425 culture related occupations in Aurora, and that workers in these occupations earned an average salary of \$57,400, while the average salary in Canada for these same culture related occupations was \$47,402.

Table 7. 2016 and 2020 Census Quick Stats

Census 2016	Census 2021
<ul style="list-style-type: none"> • Total population – 55,445 • Men – 26,945 • Women – 28,500 • Average age – 39.6 • Average household size – 2.9 • 61% married or living common-law • Average employment income for full-year/full-time employees in 2015 – \$89,330 • 96% English first language • 27% visible minority • 84% own their homes • 62% have a postsecondary certificate, degree, or diploma • 94% employed/ 5.9% unemployed 	<ul style="list-style-type: none"> • Total population – 62,057 • Men – 30,115 • Women – 31,940 • Average age – 40.9 • Average household size – 2.9 • 61% married or living common-law • Average employment income for full-year/full-time employees in 2020 – \$107,400 • 95% English first language • 39% visible minority • 81% own their homes • 65% have a postsecondary certificate, degree, or diploma • 88% employed/ 12% unemployment rate

^[1] [Focus on Geography Series, 2021 Census of Population Aurora, Town](#)

^[2] [Focus on Geography Series, 2021 Census of Population Aurora, Town](#)

^[3] [Census Profile, 2021 Census of Population](#)

2.2 Geography

Aurora is in the central part of York Region, about 40 km north of Toronto. It is bordered by Newmarket to the north, King to the west, Richmond Hill to the south, and Whitchurch-Stouffville to the east. It is part of the Oak Ridges Moraine, a geological feature that forms the watershed between Lake Ontario and Lake Simcoe, and an ecologically important landform that provides habitat for many species of plants and animals.

2.3 Target Audiences

The marketing and communications activities of Town Square will enhance multi-directional engagement and optimize exposure with the following target audiences.

2.3.1 Primary:

- **Residents**
 - **Families (age ranges 25-34 and 35-44)** – the average age in Aurora is 40.9, with an average household size of 2.9. This segment represents a cornerstone of the community and holds enormous potential for long-term

engagement when it comes to education, arts, culture, and community connection.

- **Active Retirees (55+ years old)** – Aurora has a growing population of active retirees who are looking for ways to stay engaged, socialize, and continue learning. Engaging this subset also contributes to the intergenerational dynamics within the community.
- **Downtown Aurora Businesses** – on Yonge St. between Wellington and Golf Links.
- **Project Partners** – Aurora Cultural Centre, Aurora Museum & Archives, and Aurora Public Library.
- **Cultural Partners** – Aurora Farmers' Market, Aurora Historical Society, Aurora Seniors Association, Aurora Sports Hall of Fame, Pine Tree Potters Guild, Society of York Region Artists, and Theatre Aurora.
- **Arts, Culture, and Heritage Groups** – Aurora Community Band and the Borealis Big Band, Aurora Film Circuit, Marquee Theatrical Productions, Music Aurora, Aurora Philosophy Institute, York Region Arts Council, etc.
- **Mayor Mrakas & Town Council**

2.3.2 Secondary:

- **York Region Communities** – residents from neighbouring municipalities – Newmarket, East Gwillimbury, Georgina, King City, Markham, Richmond Hill, and Stouffville.
- **Aurora Businesses** – particularly local businesses in the performing arts, fine arts, literary arts, food, and entertainment industries.
- **Town of Aurora Staff** – creating engaged and informed employee ambassadors with a deeper understanding of the long-term vision for Town Square.

2.3.3 Tertiary:

- **Residents** – younger residents between the ages of 18-24 with interests in entertainment, food, and shopping.
- **Local Schools** – near Town Square: Dr G.W. Williams Secondary School, St. Maximillian Kolbe Catholic High School, etc.
- **Nearby and Niche** – arts and culture enthusiasts that live approximately 1 hour or less from Town Square (Toronto, Simcoe County, etc.).
- **Potential Sponsors** – larger local businesses in the area, meeting and event space opportunities, promoting their products and services, vendor opportunities, etc.
- **Other Cultural Organizations and Groups** – religious, music, dance, etc. from Aurora and York Region.

2.4 Competitor Analysis

When assessing our performance against comparable entities, it is important to measure inwards and monitor Town Square's progress along with the Town of Aurora. Simultaneously, we must gauge our standing relative to our defined competitors, as their dynamics impact our positioning. This provides valuable context for our measurement and evaluation, reinforcing realistic milestones and growth from Town Square's opening year in 2024 through to 2026.

2.4.1 Nearby Municipalities

The Regional Municipality of York consists of nine municipalities, including the Town of Aurora.

- **City of Richmond Hill** – the City of Richmond Hill is in York Region and is home to more than 200,000 residents. Their Mission is, "The City of Richmond Hill Council and staff are committed to providing exceptional public service to our community."^[1]
- **City of Markham** – more than 353,000 people call Markham home. So do hundreds of corporate head offices and more than one thousand high tech and life science companies.^[2]
- **Town of Stouffville** – Stouffville is a vibrant town on the outskirts of Canada's largest city, Toronto, with beautiful landscapes, bustling communities and friendly neighbours.^[3]
- **King Township** – King City is home to the Municipal Centre, and has an exceptional education sector, which includes Seneca College King Campus, Country Day School, Villanova College and the Kingsbridge Hotel and Conference Centre.^[4]
- **Town of Newmarket** – a Provincial Urban Growth Centre, located in York Region, just north of Toronto. With a population of approximately 91,000 people, Newmarket is home to over 41,000 local jobs, dozens of great restaurants, a regional healthcare facility and much more.^[5]
- **Town of East Gwillimbury** – located in the northern part of York Region, just 30 minutes north of Toronto. The municipality is a balanced community made up of several growing urban areas and villages including Holland Landing, Queensville, Mount Albert, River Drive Park, and Sharon.^[6]

^[1] [City of Richmond Hill website](#)

^[2] [City of Markham website](#)

^[3] [Town of Stouffville website](#)

^[4] [King City website](#)

^[5] [Town of Newmarket website](#)

^[6] [East Gwillimbury website](#)

2.4.2 Performing Arts, Culture, and Heritage

- Flato Markham Theatre – one of Canada's premier theatre houses serving the GTA and Markham residents. With over 300 live performances each year, the Theatre presents a performance calendar that showcases the cultural diversity of the community.
- Main Street Newmarket – in 2016, Newmarket's Historic Downtown Newmarket was named the “people's choice” best street in Canada in the Great Places in Canada contest held by the Canadian Planners Institute.
- Main Street Unionville - Main Street Unionville is home to a variety of boutique shops, local food, and historic buildings.
- New Roads Performing Arts Centre (Town of Newmarket) – the Newmarket Theatre is now the NewRoads Performing Arts Centre – complete with an updated theatre interior and a highly anticipated multi-purpose, redesigned lobby space that is available as its own entity for special event rentals.
- Peel Art Gallery Museum & Archives (PAMA) – PAMA is an accessible, safe space for the diverse communities of the Region of Peel (Brampton, Caledon and Mississauga) to come together and celebrate arts and culture.
- Richmond Hill Centre for the Performing Arts (RHCPA) – located in the heart of the historic downtown, (RHCPA) is a 4,000 square metre, 631 seat, state of the art cultural facility that offers a full season of professional entertainment celebrating the many cultures of York Region.
- 19 on the Park – located in Stouffville, 19 on the Park is a multi-purpose municipal venue that hosts concerts, live theatre shows, fundraisers, programming, weddings and private events.
- SaugaLIVE – a place to connect you to live events, entertainment and experiences happening at five venues in Mississauga.
- King Heritage and Cultural Centre - home to the King Township Historical Society, the Township of King's museum and archival collections, a long-term museum exhibition, and four historic buildings.
- Whitchurch-Stouffville Museum & Community Centre - home to over 18,000 artifacts; provides programs and services related to local history, culture and heritage.

2.5 Measurement

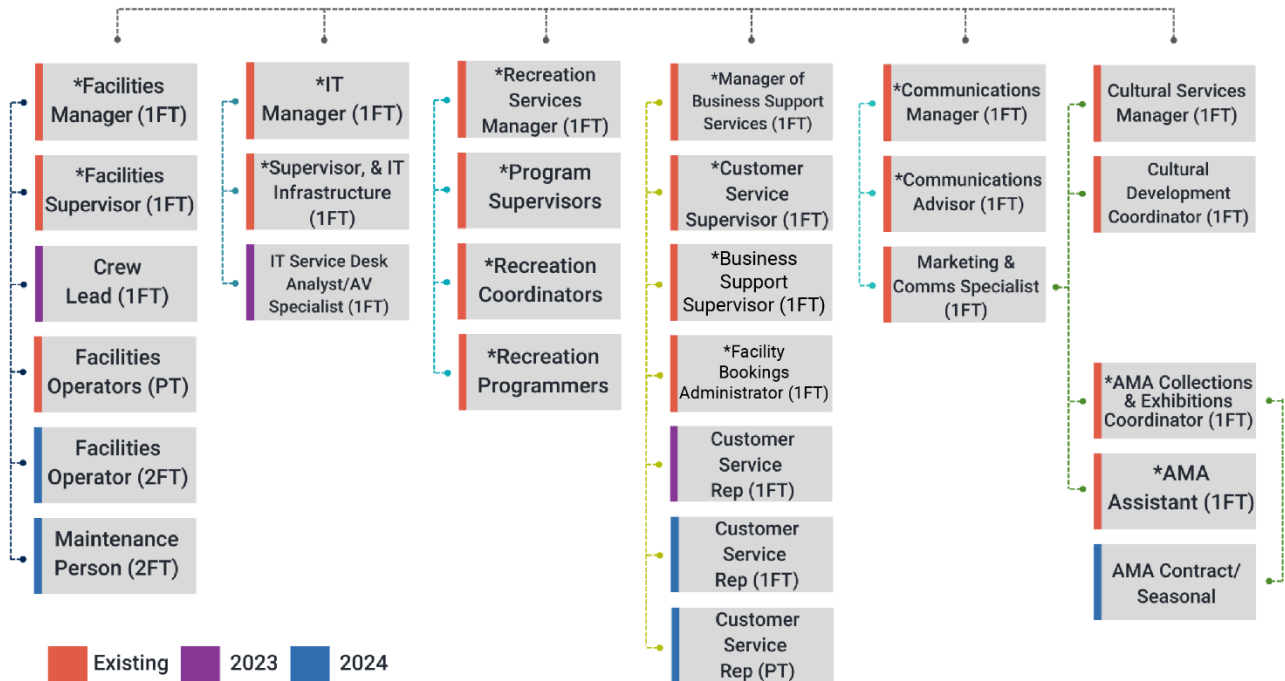
Robust measurement practices provide valuable insights into the long-term growth and success of Town Square. Monitoring and analyzing attendance data, participant feedback, and utilization rates supports strategic decision-making for resource allocation, along with meeting evolving community needs. Data-driven evaluation highlights trend identification and provides a comprehensive framework for informed decision-making.

3. Organizational Structure and Overview of Roles and Responsibilities

Town Square requires an adaptive operating structure that reflects its multi-functional capacity and diverse programming roster. It will allow for the expansion of performing, visual arts, recreation and community programming, and heritage services offered by the Aurora Cultural Centre, the Town and its partners. It will also function as a cultural services hub to community groups, a real estate and facility management entity, and an advocate for culture in general.

To minimize salary expenses during the start-up period, the Town will be strategic when determining which positions are needed immediately, or within the first twelve months of operations, and which ones can be onboarded as demand for space and programming increases between year two and three.

The following organizational chart identifies all Town staff that support Town Square operations, whether directly or indirectly:

Figure 1. Aurora Town Square Organizational Chart including job titles from supporting Town Divisions

*These Town staff will support Aurora Town Square within their existing portfolios and budget allocations

Organizational Chart Notes:

- Crew Lead position approved by Council, June 28, 2022. Start date was March 2023.
- 2 Facility Operators plus 2 Maintenance Persons recommended for recruitment in early 2024.
- IT Service Desk Analyst/AV Specialist inherited from APL. Council approval received July 2023. Anticipated start date Fall 2023.
- Recreation Services will relocate some existing programs to Town Square, although which ones is yet to be determined.
- 1 Customer Service Representative approved by Council, June 28, 2022. Anticipated start date late 2023-early 2024.
- 1 additional Customer Service Representative plus PT Customer Service Representatives recommended for recruitment in early 2024.
- Marketing & Communications Specialist approved by Council in March 2022 and started November 2022.
- Cultural Development Coordinator recruited in July 2022. Funded from the existing Museum budget.
- Additional program staff to be recruited in future years based on demand for new programs.

- Based on proven need, business cases for the following additional staff may be brought forward in future years:
 - Venue Manager
 - Program Instructors
 - Cultural Services Programmer
 - Contract and seasonal support staff

In addition to the staff listed above, the Town and ACC manage robust volunteer programs and will continue to provide meaningful volunteer opportunities to support and complement the work of staff at Town Square.

The above organizational chart also does not include ACC staff; however, both Audience Services and Technical Production responsibilities may become part of the ACC's portfolio with Council approval. The ACC has demonstrated expertise in delivering quality performing arts programming to the community over an extended period. To expand the ACC's existing Audience Services and Technical Production responsibilities to include all Performance Hall activations, the ACC has proposed the following additional staff be recruited to deliver these services:

- 1 Development Associate (FT)
- 1 Production Manager/Technical Director (FT)
- 1 Audience Services Supervisor (FT)
- 1 Technicians (FT)
- Technicians (PT)
- Front of House Coordinators (PT)
- 1 Finance Assistant (PT)

Note: one Technical Production Specialist was approved by Council on June 28, 2022.

Alternatively, if Audience Services and Technical Production services fell under the Town's portfolio, a different staffing model would be used. In addition to the already-approved Technical Production Specialist, the Town would rely predominantly on contracted services, existing staff, and volunteers to deliver these services, at least during the initial 2-3 years of operation, or until there is demonstrated demand to recruit additional staff.

Whether the ACC or the Town provides these services, the Audience Services and Technical Production salaries will be partially offset by earned revenue from staff/cost recoveries incurred by Performance Hall user groups.

4. Detailed Program and Service Descriptions

4.1 Heritage Services

Town Square will be the headquarters for heritage services offered by the Town of Aurora, through the Aurora Museum & Archives (the Museum). The Museum is guided by the strategic plan, *The Next Level: Growing a Robust and Relevant Community* Museum, which was endorsed in principle by Council on March 30, 2021.

Presently, the Museum collection consists of over 30,000 items, a number that grows each year as members of the public reach out to find a safe place for their cherished items that connect to Aurora's history. Heritage services offered by the Museum include research requests, image requests, donation inquiries, collections care, ongoing documentation, educational programs, and curatorial activities. These services can be categorized as being initiated by the public or initiated by Museum staff.

4.1.1 Services Initiated by the Public

Research requests, image requests, and donation inquiries are heritage services initiated by members of the public. The topic of research and image requests varies, and can include inquiries related to genealogy, property, businesses, object context, landscape use, Indigenous presence, historic business owners, and much more. The Museum maintains extensive research files; however, rarely are two inquiries the exact same and each requires dedicated staff time.

Image requests are made by residents, business owners, political figures, researchers, family descendants, and other institutions. Whether the purpose is to enhance household décor, design a calendar, or feature a historic Aurora scene in a local business, there is increasing demand for access to the Museum's archival photographs.

The Museum is regularly approached by members of the public with donation inquiries and actively accepts items that help to tell the story of Aurora. The Collection Storage Area at Town Square has been designed with growth in mind. Over the past year, the Museum has accepted a range of donations, including: a collection of 30 photos from the 1950 Aurora Horse Show, a 1917 leather sewing machine used at Sisman Shoe Factory, original watercolours showing post-WWII Aurora streetscapes, a pocket watch awarded to the 1913 Metropolitan Hockey League champions, and an Aurora Canada's Birthday Town outfit worn during the first July 1st parade in 1969. The community has come to trust that the Museum is the safest place for their cherished items related to Aurora's history.

4.1.2 Services Initiated by Museum Staff

Collections care, ongoing documentation, educational programs, and curatorial activities are heritage services that are primarily initiated by Museum staff. A large proportion of staff time is focused on collections care. When a new donation is accepted, each part of the donation needs to be moved through the accession process, digitized, properly housed, examined through a preventative conservation lens, and if it is slated for exhibition, have a proper mounting solution designed and implemented. In the new Collection Storage Area at Town Square, collection care activities will be more visible to the public than ever before due to the visible storage feature.

Staff regularly meet with members of the community to document memories and stories related to Aurora. This service can be initiated by members of the public, or Museum staff, depending on the topic. This engagement allows for nuanced reflections to make their way into the historic record. While this activity is often included as part of producing a larger exhibition or project, there are times when it is a stand-alone occurrence. Some examples include an elderly Auroran coming in to share stories about a long-forgotten airfield, a former resident reminiscing about growing up in their grandparents Yonge Street hotel, or someone sharing a story about the Aurora Horse Show. Providing space for community members to reflect on their Aurora memories helps to broaden our understanding of the historical narrative.

A significant feature of Town Square programming will be education programs for the local school community. These programs will support the Ontario curriculum and as mentioned will be facilitated in partnership with the Aurora Museum & Archives.

Themes explored will include parts of Aurora's history such as forms of communication, technology, growth of business and economy, among other key areas. These topics will be tied to relevant curriculum points as well as be reinforced with interactive and exciting programs and activities.

Additional education program subject matter will include diversity, public art and modern-day issues relevant to students, such as bullying and social media. These themes will be explored through various collaborative and engaging activities. With the addition of the Performance Hall and Performing Arts Dance Studio, students will be able to explore learning opportunities through theatre and music. Further, with Town Square located in the downtown core, there are rich historical and cultural features accessible as content for education programs. Students will have the opportunity to embark on a public art walking tour to view the Community Builds Community Diversity and Inclusion Mural located on the Lind Realty Team building at 15105 Yonge Street, the

“Lean on Me” Downtown Street Mural by Vicki Carruthers, the Little Free Art Gallery and the York Region Arts Council Bee and Firefly sculptures by Indigenous artist Donald Chrétien located at Aurora Town Park. As is the case with all education programs, this tour will be reinforced with lessons on public art and its ability to connect a community and celebrate all who are a part of it.

Education programs will also present the opportunity to partner with local community organizations to provide fulsome and enriched programming while also providing opportunities to those organizations to showcase their knowledge, skills, and programming possibilities.

These programs will focus on providing an interactive and engaging learning experience for children at home in Aurora, while instilling a knowledge and understanding of the arts, history and culture, in their own community.

Town Square presents exciting exhibition opportunities that will be featured in the Aurora Room and the newly constructed exhibition infrastructure in the addition. The activation of these spaces is made possible through curatorial services and collections care activities completed by staff.

The Aurora Room will house a long-term exhibition with connections to the curriculum to complement the education programs in development. The curatorial direction for the space is to explore the passage of time through a thematic approach that blends historic and contemporary elements. The display will feature artifacts, textiles, and archival material from the past up to the present.

The Aurora Room will also feature a mural by an Indigenous Artist, which will help ensure that Indigenous histories, worldviews, and ways of knowing are included in spaces where the history and ongoing narrative of Aurora is being presented.

The new addition contains four museum quality display cases and picture hanging rail throughout. This infrastructure will be used to showcase archival materials, objects, textiles, photographs, and stories connected to Aurora.

Staff are focused on broadening their understanding of the historical record while completing exhibition and interpretive plans for the available spaces mentioned above. Some guiding principles during the planning process include, truth and reconciliation, diversity (cultural, gender, socioeconomic, belief systems, generational and physical), and change and continuity.

4.2 Grand Opening

Aurora Town Square's Grand Opening will provide weeks of programming for people of all ages and backgrounds. Kicking off with a VIP evening of live entertainment provided by the Norman Dance Company, accompanied by a "taste of the downtown", attendees will enjoy delicious food prepared by some of Aurora's downtown restaurants. This will provide significant cultural entertainment and support local businesses, an important mandate for Town Square.

Grand Opening festivities will also include a variety of both indoor and outdoor entertainment and events. It will build excitement in the community by offering visitors the opportunity to learn about the building's design, functionality and programming opportunities. All programs planned for the Grand Opening will provide a window into future experiences at Town Square, such as mini hands-on workshops offered by the Aurora Cultural Centre, the Town, and others.

Local community organizations and Cultural Partners, such as Pinetree Potters' Guild and Marquee Theatrical Productions will provide a sneak peek of some of the exciting programming they will be providing at Town Square. Marquee will put on an exciting Pantomime show, which will be the first of many shows they plan to stage at Town Square. Community members will also have a chance to view and try out pottery making with the Pine Tree Potters' Guild and learn more about the important work they do in the community.

Local musical talent, both beloved and up-and-coming, will grace the Performance Hall stage with a series of live concerts. This contributes to Town Square's important objectives of supporting local talent, artists and businesses. Attendees will get a glimpse at the new Candlelight Concert Series with a duo of concerts offered by the Aurora Community Band. The York Chamber Ensemble will also perform a classical music concert, the first of many to take place at Town Square.

Celebrations will also include an indoor Farmers' Market, bringing the artisans and local vendors to the community during the "off season", demonstrating the programming potential of Town Square.

Indigenous artists and performers will be a significant piece of the Grand Opening, ensuring that programming is diverse, inclusive, and reflects all members of the Aurora community, a crucial goal for Town Square. A new mural painted by an Indigenous artist will be unveiled in the Museum's exhibition space. The mural reflects the Museum's commitment to broaden its understanding of the historical record by creating space for

different forms of knowledge and storytelling. Visitors will also have a chance to explore the new Museum collection storage area and learn about how this new climate-controlled space will ensure the long-term vitality of Aurora's material culture.

Programming will include a multitude of additional experiences, such as film screenings and talks hosted by the Aurora Film Circuit, poetry and spoken word events presented by local youth, as well as literary and experiential programming by Aurora Public Library.

As a key partner in Town Square, the ACC will provide exciting visual and performing arts experiences throughout the Grand Opening. For example, the Town, ACC and Oddside Arts (formerly Black Speculative Arts Movement) are working together to create a series of interactive banners to be displayed throughout Town Square. The banners will feature an augmented reality component to engage viewers. To design the panels, a select group of local high school art students will collaborate with Oddside Arts and the ACC's Gallery Manager during a virtual workshop held in late Fall 2023. The project will be a valuable learning experience for participating students, growing the capacity of our local arts community.

To ensure that the community can participate in as many Grand Opening activities as possible, and instill excitement for continued participation, all Grand Opening events and programs will be offered at low or no cost.

4.3 Programs & Performances

As co-located organizations, the Town, ACC and APL will work collaboratively to ensure the public receives a range of complementary programs geared to various skill levels and life experiences.

ACC will continue to provide the following types of programs:

- Performing Arts (Music, Theatre, etc.)
- Visual/Fine Arts (Gallery Exhibitions/Tours, Painting & Drawing and Photography Classes, etc.)
- Curriculum-based/Curriculum-enhanced arts programming
- Crafts (Textiles, Glass, Jewellery Classes)
- Camps
- Community Events

Whereas the ACC previously hosted performing arts and visual arts programs in Brevik Hall and the basement Activity Room respectively, these programs will be relocated to

the new Performance Hall and Visual Arts Studio, which are custom-built spaces with larger capacities and greater amenities.

The ACC develops accessible/community-focused programs geared to beginners, right up to pre-professionals and professionals. They serve an audience from 18 months (about 1 and a half years) to adults and have extensive experience hosting professional live performances and professional visual arts programs and exhibitions. They also develop year-round education programs that complement their performing arts and visual arts streams.

APL will continue to provide the following types of programs in their home space, but may relocate or expand certain programs to Town Square:

- Adult Learning
- Literary Arts (Fiction, Non-fiction, Poetry, Storytelling)
- Electronic Arts (New Media, Digital & Animation)
- STEAM (Science, Technology, Engineering, Arts and Math)
- Crafts
- Community Events

APL offers nearly 1,900 programs annually that focus on providing individuals with skills to navigate everyday life. APL's goal is to enhance the experience of residents of all ages in a way that is complementary/adjunct to more advanced programs offered by other stakeholders (i.e., to create excitement for ongoing learning). Many of their programs are not designed for a specific skill level but are meant to be more experiential in nature and open to people of all skill levels and life experiences.

In addition to the Town, ACC and APL, numerous other service providers, including the Town's Cultural Partners, will offer a range of programs in the new spaces. These programs will include film screenings, lectures, theatre productions, concerts, specialized workshops, community events and more.

The versatility of Town Square will allow for various Town programs to find a home in a space that supports their intention and specialization. Town Recreation dance, music and theatre programs will be offered in the Performing Arts Dance Studio where participants will enjoy sprung floors, ballet barres and mirrored walls.

Town Square will present opportunities for the Town to work with local organizations and businesses to provide exciting and enriching experiences. These programs will include "date nights" featuring special programming and dining opportunities, with the

added feature of onsite activities to keep children safe and engaged in other areas of the facility.

Additional Town workshops will connect the community to fun and exciting arts and culture activities that will also touch on important global factors such as sustainability and environmentally friendly practices. Participants of all ages will be invited to try out current craft and DIY trends, learn about environmental sustainability while upcycle crafting and learning about how to use creativity as a form of self-care. These will be just the start of special Town-run workshops with so many more possibilities in the coming years.

The Performance Hall will be the perfect setting for an array of new and exciting experiences for the Aurora community. The 250-seat black-box Performance Hall is equipped with LED stage lighting systems, audio induction loop, retractable seating and reconfigurable acoustics, making it ideal for a wide range of uses. It will host live music, comedy, film screenings, speaker series, conferences, receptions, dance recitals, theatre and community events year-round with some themes matching holidays and significant times of year, such as Black History Month in February, Indigenous Peoples Month in June and holiday time in December.

Live programming will also include candlelight concerts by the Aurora Community Band, tribute acts and York Chamber Ensemble concerts. Adding to this schedule will be a variety of theatrical and dance experiences including plays, pantomime, live poetry, spoken word, and cultural dance. Enhanced experiences such as dinner theatre and burlesque brunches will also be offered, to appeal to a greater audience and provide more diverse experiences. The Performance Hall and Outdoor Square will provide the ideal atmosphere to introduce activities like silent disco, where participants are provided with headphones to enjoy their very own dance party.

Audience members and program participants will embark on an entertaining journey when they attend a live performance, show or event at Town Square. The strong array of cultural programming will provide community members an opportunity to both broaden their horizons and develop connections with each other, and the material they are engaging with.

Recreation and Culture programs will take place seasonally at Town Square and will continue to follow the Town's established seasonal schedule. Programs will take place in Fall, Winter and Spring sessions with summer camps being offered in July and August when children are on summer break.

The fall session will begin mid-September and run through to mid-December. The winter session will run from early January through to the end of March and Spring will begin mid-April and wrap up at the end of June.

Education programs will run throughout the school year during the school day from late September to June.

4.4 Special Events

A variety of Town Special Events are being considered for Town Square. Evolving discussions are taking place while staff evaluate various options as there could be different opportunities available. The following list identifies the events that could be hosted at Town Square:

- Mayor's Levee – January
- Black History Month – February
- Arctic Adventure – Hybrid with Town Park – Family Day Weekend, February
- Aurora Art Show & Sale – First weekend of May
- Aurora Performing Arts Festival – June
- National Indigenous History Month – June
- National Indigenous Peoples Day – June 21
- Culture Days – Mid-September to Mid-October
- National Day for Truth & Reconciliation – September 30
- Aurora's Christmas Market – December
- Menorah Lighting Ceremony – Hanukkah – December/January
- Family First Night – Hybrid with AFLC – December 31

4.5 Pricing and Fee Structure

The Town's goal for each program and performance at Town Square is to balance cost recovery through earned revenue generation with accessibility and affordability. The Town Square Fees and Charges Schedule (Attachment 1) has been developed in consultation with internal staff and external partners, such as the ACC. It ensures that a range of user groups can access each of the spaces that comprise Town Square without negatively impacting their capacity to deliver services to the community.

5. Marketing and Communications

Town Square is the largest capital project ever undertaken by the Town of Aurora. It is a key part of the Town's downtown revitalization, complementing Aurora's small-town charm with big-city amenities. Town Square will help foster Aurora as an innovative and

sustainable community, benefit local businesses, and support future investment, advancing the Town as a destination for locals and visitors alike.

As the project nears the end of construction and approaches its opening in 2024, marketing and communications efforts – that are rooted in Town Square’s Business Plan objectives – are well-underway.

5.1 Marketing and Communications Strategy

The Town Square Marketing and Communications Strategy aims to create excitement about the opportunities at Town Square for residents, community members, and local businesses, positioning the Town as a destination with modern amenities and small-town charm. Long-term supporters of Town Square will emerge from the target audiences identified in the Marketing and Communications Strategy, creating a lasting foundation for successful programs, events, and experiences.

The Marketing and Communications Strategy positions Town Square as a well-managed, large-scale project, while establishing the credibility and trust necessary to sustain excitement through the final phases of construction. It guides the execution of engaging marketing and communications activities that demonstrate Town Square’s long-term value for arts and cultural experiences, as well as community connection in Aurora. Moreover, it addresses residents’ need for accurate information – building anticipation and facilitating a communication continuum.

The strategy outlines all marketing communications tactics and promotional activities, including: the 2023 Social Media Strategy; partnerships and collaborations; community engagement initiatives (outlined below); the launch of the Town Square microsite; the Town Square monthly e-newsletter; media relations; and all print and digital marketing materials, videos, and ads that lead into Town Square’s first full year of programming.

The Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences.

5.2 Grand Opening Strategy

A complementary Grand Opening Strategy will be created as part of the Town Square Marketing and Communications Strategy. The Grand Opening Strategy will highlight this pivotal time in Aurora’s history through a blend of traditional and digital mediums,

ensuring widespread visibility and engagement across target audiences. The Grand Opening Strategy aims to not only set the tone for the opening of Town Square, but how the community will feel about it for years to come.

5.3 Social Media Strategy

The Social Media Strategy was developed as part of the Marketing and Communications Strategy to guide the implementation and growth of Town Square's social media channels – Facebook, Instagram, and X (formerly Twitter).

Through Town Square's communication channels – including social media – target audiences will gain a greater understanding about the important role that Town Square plays in Aurora's downtown revitalization, providing cultural opportunities to community members, and improving the overall quality of life in Aurora.

With changing algorithms and saturated platforms, starting new social media channels inevitably poses challenges. A profound understanding of audience behavior patterns and where our channels fit into the mix is imperative for Town Square's platforms to remain relevant, grow, and meet our social media objectives. The Social Media Strategy's dual focus on paid and organic content ensures a holistic approach to audience engagement. Paid content serves as a targeted means to reach specific demographics and amplify the reach of organic posts.

5.4 Partnerships and Collaborations

Fostering partnerships and collaborations yield results that are mutually beneficial and often exceed individual marketing and communications efforts and capacities. They amplify reach, connect resources, and enhance credibility, ultimately cultivating a stronger, more engaged community for all.

5.4.1 Advantages:

- **Reach and Exposure** – by partnering, individual networks and audiences are expanded. This synergy enhances brand visibility and attracts diverse audiences for each partner. Additionally, partnering with organizations that share target audiences can lead to highly targeted efforts with greater engagement rates.
- **Expertise and Resources** – marketing tactics are strengthened by new perspectives and specialized skills of partners and collaborators.
- **Shared Costs and Efficiencies** – joint efforts can lead to shared expenses, extending the reach of each partner's budget, in addition to increasing efficiency across partnering teams.

- **Credibility** – reputable partners enhance credibility, which can expedite audience participation and shifts to neutral, and ideally positive, sentiment.
- **Community** – partnerships and collaboration reinforce a commitment to the community and local growth.
- **Sustainability** – collaborative relationships set the foundation for mutually sustained success.

5.4.2 Partners:

- **Project Partners** – Town Square’s partners – the Aurora Cultural Centre, Aurora Museum & Archives, and Aurora Public Library – operate independently from Town Square. Each partner has a wealth of expertise and experience that collaboratively enhances opportunities for arts and culture in Aurora. As partners, we support one another and build on our individual capacities, by drawing upon each other’s internal competencies. Together, we will provide the community with greater opportunities for arts, culture, and connection for generations to come.
- **Celebrating Culture through Partnerships** – foster collaboration with the Town’s Cultural Partners to amplify impact and deepen community engagement resulting in mutually beneficial results.
- **Downtown Revitalization** – bolster the Town’s downtown revitalization efforts through an action-oriented and community focused approach. Building relationships with local business owners in downtown Aurora encourages cross-promotion and future collaborations as opportunities arise. These relationships are the foundation of converting contacts to local ambassadors of Town Square.
- **Local Ambassadors** – collaboration that nurtures a network of diverse, local ambassadors.

5.5 Community Engagement Initiatives

Robust community engagement efforts play a vital role in driving awareness, building excitement, and ensuring long-term sustainability. By consistently attending Town-led and Town-supported community events, we establish deeper connections with residents and members of the broader community, ultimately fostering excitement, transparency, and on-going credible communication.

- **Creating Excitement and Anticipation** – community events provide a platform to generate excitement and anticipation for Town Square’s grand opening celebrations and beyond. Through community engagement initiatives, the Town Square team highlights the diverse range of programs, events, and unlimited opportunities the facility will offer upon completion. Branded swag distributed at

community events acts as a tangible reminder of the project and supports positive sentiment following each interaction.

- **Two-way Communication** – our engagement efforts present a unique opportunity for residents to ask questions, provide feedback, and voice concerns in-person. This open dialogue fosters transparency and trust between the project team and Aurora community. By actively listening and responding to comments, questions, and challenges, we demonstrate our commitment to creating a facility that meets the needs and desires of the residents it serves.
- **Long-term Sustainability** – community initiatives set the tone for ongoing community engagement for years to come, propelling Town Square into a thriving community hub. Sustained interest translates into consistent patronage and generates revenue streams.

6. Operational Plan

The operational plan outlines the key strategies and activities necessary for the successful day-to-day functioning of Town Square, which aims to be a vibrant hub that fosters cultural engagement, community interaction, and artistic expression.

6.1 Facility Description

Parts of the following section provided by Thomas Nemeskeri, RAW Design, OAA, CPHD, MRAIC, CaGBC.

Town Square is representative of the built form evolution of the Town of Aurora, spanning three centuries. The Church Street School, built in 1885, is one of the finest examples of Victorian School architecture in Ontario and an excellent example of adaptive reuse of a significant heritage resource.

The 22 Church Street Addition, Bridge and Outdoor Square will be completed over a century and a half after the Church Street School, thus unifying the existing structures, and creating a major public destination in the heart of Aurora. It also continues the tradition of constructing, preserving, adapting and repurposing significant architectural works to meet the Town's ever-evolving needs.

Town Square encompasses approximately 100,000 square feet and includes a variety of key spaces, including:

- A 29,000 square foot outdoor public square, animated by a skating track in winter that transforms into a water feature in the spring/summer, an Amphitheatre and community event space, all under a catenary lighting system that will provide a constellation of lights during evening gatherings.

- An enclosed pedestrian bridge connecting APL with the Church Street School and new Aurora Museum and Cultural Centre addition.
- A 32,000 square-foot addition wrapped in a diaphanous bronze-coloured veil, to be called the Aurora Museum and Cultural Centre, that includes a triple-height glazed atrium that connects to the heritage School through which circulation takes place.
- The Museum and Cultural Centre also includes a performance hall with seating for up to 250, multi-purpose programming spaces, a visual arts studio, dance studio, café, and a climate-controlled museum storage space.
- Two additional programming rooms and a roof-top reading garden at APL.

Additional highlights include: a highly sustainable design, targeting a high standard through carefully integrated energy and water conservation systems within a high-performance building envelope; bird-friendly glazing; stormwater management to a 200-year standard through a well-planted permeable landscape, meadowscape green roofs, and water-recycling cisterns; LED stage lighting systems, retractable seating and reconfigurable acoustics; gender neutral facilities; fully-accessible public spaces and back-of-house amenities; and arts programming imbued with craftsmanship and attention to detail.

6.2 Facility Requirements

The following areas of expertise are required to operate Town Square successfully:

- Facility Maintenance
- IT Services
- Programming
- Collections and Exhibitions Management
- Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management

The Town is responsible for facility maintenance, IT service delivery, customer service, bookings and rentals, box office administration, program registration, heritage services and museum management, café and concession services, and some programming, including community events.

6.2.1 Facility Maintenance

Currently, the Facilities Division supports the APL, Victoria Hall, Church Street School, the Armoury and the commercial properties on Yonge Street. Town Square adds approximately 72,000 of additional square feet for staff to maintain.

The proposed operating hours for Town Square are:

- Monday - Saturday 8:30am - 9:00pm
- Sunday 8:30am - 5:00pm
- Holidays 9:00am - 2:00pm

Like the Town's recreation centres, the Town Square operating hours require seven days a week coverage. To do so, a fulltime Crew Leader, two fulltime Facility Operators, and two fulltime Maintenance Persons are required, complemented by part time maintenance staff when necessary.

Facility maintenance staff will ensure the building is clean and maintained in good repair, including interior and exterior architectural and structural features, parking area, skating loop, water features, the Amphitheatre, storm water drainage systems, plumbing, electrical, roofing, HVAC (Heating Ventilation and Air Conditioning), fire suppression and fire alarm equipment, elevating systems, and security systems.

Town Square will be operated in an environmentally responsible manner and adopt sustainable practices wherever possible. As part of the asset management program, staff will continuously assess the facility's state of repair to ensure its long-term sustainability.

Facility maintenance staff will also establish clear procedures and protocols for handling emergencies and evacuations, including fire drills.

To assist with booking and rentals, facility maintenance staff will provide labour support for setups and takedown of furniture and equipment required for all user groups throughout Town Square.

Some exterior grounds maintenance, including landscaping and snow removal, will be provided by the Town's Parks Division and contracted services respectively.

6.2.2 Information Technology (IT)

The Town's IT Division will support all Town and ACC staff working out of Town Square, and their portfolio will include:

- Maintenance and life-cycling of hardware/software
- Technical help desk support for hardware/connectivity issues
- Technical help desk support for software in Town's IT Business Unit
- Telephony equipment and support
- Cellular equipment and support (where required)
- Domain hosting for the Town Square microsite and e-commerce
- Architecting, installing, and administering both the wired and wireless networks
- Cybersecurity services and Active Directory account administration
- A/V equipment and support (excluding the Performance Hall)

6.2.3 Programming

Town Square will feature a well-rounded calendar of cultural programs and events, including art exhibitions, live performances, workshops, lectures, film screenings, and cultural festivals that cater to a wide range of interests. Programs will also include the development of education programs for local school groups that will be supported by the Museum. The Town's Cultural Development Coordinator will lead the development and implementation of Town programs at Town Square.

6.2.4 Collections and Exhibitions Management

Town Square will be home to the Aurora Collection and will serve as the primary venue for exhibitions. Collections management activities include accessioning, cataloguing, ongoing documentation, digitization, preventative conservation, and item specific storage and mounting solutions. The process of creating exhibitions includes creating an interpretive plan, research, developing didactics, writing, artifact selection, and exhibit installation. The Collections & Exhibitions Coordinator and Museum Assistant will be responsible for providing this subject matter expertise.

6.2.5 Customer and Visitor Services

Town Square will have a customer service counter like other recreation centres and Town Hall. Customer Service Representatives will provide similar services as they do at all Town locations, such as day-to-day support for public inquiries, program registrations, facility rental information, and all data entry for programs and events that take place at Town Square. This includes promotion and sales of third-party bookings such as ACC performances. Customer Service Representatives will also manage box office transactions, in person and online.

Two fulltime Customer Service Representatives, supplemented by parttime customer service staff will be required to cover all operating hours. Additional parttime support may be required for events and activities outside of normal customer service desk operating hours.

Town Customer Services staff will be responsible for:

- Box office administration using the Town's ticketing software
- Program registration using the Town's booking administration software
- Customer and referral services for the ACC's programs and services

6.2.6 Marketing and Communications

Town Square's marketing and communications efforts foster collaboration that enhances the collective capacity and supports the success of each partner in meeting their objectives. Marketing and communications activities align partner goals, target audiences, and key messaging, to enhance community recognition, awareness, and value proposition.

Partner Marketing and Communications Initiatives:

- **Community-Driven Events and Cross-Promotion** – in organizing and promoting shared community events, we will showcase the synergy between Town Square and its partners. Co-hosting events that intertwine our offerings creates opportunities for residents and the Aurora community to learn more about enriching experiences available at Town Square. Events will provide additional opportunities to distribute partner focused marketing materials. Further, cross-promotion at community events that Town Square participates in maximizes exposure for our partners and emphasizes a sense of unity and shared purpose within the community.
- **Marketing Collateral** – to enhance community engagement and awareness, partner marketing collateral will serve as tangible reminders of the unique experiences and opportunities to learn and immerse in arts, culture, and heritage at Town Square.
- **Microsite** – a dedicated section on the Town Square microsite will house information about our partners. By integrating this partner information into Town Square's online presence, we ensure that the partnership remains at the forefront of communications efforts.
- **Social Media** – monthly partner spotlight posts provide in-depth insights into their unique offerings and current initiatives, further strengthening the connection between Town Square and its partners.

- **Newsletter** – to amplify each partner's reach, we dedicate a recurring section in our monthly Town Square newsletter to highlight their current news, events, and initiatives.

The Marketing and Communications Specialist will lead all Town Square marketing and communications initiatives, supported by the Communications Division and Cultural Services Division.

6.2.7 Technical Production Services

The Town Square Performance Hall will be equipped with specialized technology, including stage, sound, lighting, and video equipment that requires skilled and knowledgeable personnel to operate. Technical Production costs/salaries will be partially offset by earned revenue from recoveries incurred by Performance Hall user groups. Technical Production staff will:

- Manage the technical needs for each client in Town Square including advance quoting and production consultation, recruiting for and staffing events
- Facilitating equipment needs, reporting, and backstage health and safety
- Providing audio and lighting requirements that meet the client's expectations for each event

6.2.8 Audience Management

Audience management includes the activities that support a safe, welcoming and professional audience experience including ticketing issues, seating, emergency evacuation, health concerns, latecomer entry, reception needs, special concession requests, and hearing-assist support. Audience management also supports a robust volunteer program to recruit, train, schedule and manage community participation in Town Square.

Staff can include paid and/or volunteer personnel to reduce costs, and are responsible for:

- Volunteer recruitment, training, scheduling, and management during events
- Facilitating front of house client needs
- Ensuring audience health and safety

Audience Management costs/salaries will be partially offset by earned revenue from recoveries incurred by Performance Hall user groups.

7. Financial Projections

The original 2019 Business Plan and financial strategy was based on a Municipal Services Board Governance Model and estimated that net annual operating costs for Town Square would be \$720,000. This amount was approved by Council and phased in over three years (2019, 2020 and 2021) to ensure Town Square would be funded prior to opening and to minimize the tax impact.

The total annual incremental net operating requirements for the Municipal-Not-for-Profit Governance Model is now estimated to be \$1,070,000, an increase of \$350,000 over the 2019 estimate. To address the additional budget pressure, staff recommend that a similar multiyear funding strategy be used again (i.e., phased into the operating budget over a three-year period), so that the new pressure is fully funded by the tax levy by 2026. In the interim, any budget shortfalls should be funded from past unused Town Square operating funding that is being held within the tax rate stabilization reserve.

The Town's new net operating requirement of \$1,070,000 will allow the Town to provide the following services at Town Square:

- Facility Maintenance
- IT Service Delivery
- Customer Service
- Bookings and Rentals
- Box Office Administration
- Program Registration
- Heritage Services and Museum Management
- Café and Concession Services
- Programming, including community events

Audience Services and Technical Production are currently outside the Town's scope. These services can be provided by the ACC at an additional cost beyond their base allocation. The ACC has identified additional staff and budget requirements to provide these services as outlined in Attachment 3.

If not provided by the ACC, the Town could supply these additional services beyond their current scope using contracted services, volunteers and existing staff. In both cases, the costs for providing these services can be partially recouped through earned revenue.

7.1 Revenue and Expense Projections

When creating the revised Town Square operating budget, several factors contributed to the increased annual incremental net operating requirements, including the following:

- The original net annual operating costs of \$720,000 were not subject to an inflationary increase since their inclusion in the operating budget in 2019. As a result, this amount has foregone approximately \$75,500 in inflationary increases from 2019 to 2023.
- The 2019 financial strategy and operating cost estimates did not account for the 10,000+ sq. ft. (or 12% more space) subsequently added to the project that contributed to higher annual facility maintenance costs of approximately \$160,000, not including the additional staff salaries required to operate the expanded facility.
- The adoption of the Municipal-Not-for-Profit Hybrid Governance Model meant that the Town's projected income would be lower as revenue will now be shared by the Town and ACC.

Like the 2019 financial projections, the revised 2024-2026 projections 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.

The following table provides an overview of the Hybrid Model operating budget. See Attachment 3 for a detailed budget comparison between the Municipal Service Board Model and Hybrid Governance Model.

Table 8. Hybrid Model Net Operating Budget

Year	Total Hybrid Revenue (Town + ACC)	Total Hybrid Expenditures (Town + ACC)	Total Hybrid Model Net Operating Budget (Town + ACC)
2024	\$2,837,719	\$3,375,178	-\$537,459
2025	\$3,155,741	\$3,601,031	-\$445,290
2026	\$3,278,927	\$3,725,643	-\$446,643

7.2 Economic Benefits

Vibrant spaces such as Town Square exert a noticeable economic influence on their communities. They foster job creation, invigorate tourism, and yield revenue for local enterprises. The information presented below was prepared using the Ontario Tourism Regional Economic Impact Model (TREIM), which is a regional economic impact model

that helps to determine the economic impact of tourism-related activities on the local and provincial economies.

Aurora Town Square Economic Benefits in York Region
Direct Economic Impact of Capital Investment in a Tourism Facility*
Based on \$53,000,000 Capital Investment in Arts, Entertainment, and Recreation

GDP	Labour Income	Full-time Job Equivalents	Tax Revenue (Federal, Provincial, Municipal combined)
\$18.75M	\$15.4M	157	\$4.2M

*2025 Dollars

Aurora Town Square Direct Economic Benefits in York, Durham and Hills of Headwaters
Based on \$3,250,000 Combined Annual Revenue from Cultural Performances*

GDP	Labour Income	Full-time Job Equivalents	Tax Revenue (Federal, Provincial, Municipal combined)
\$1.655M	\$1.385M	22	\$1.085M

*2023 Dollars

Notes:

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g., accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Employment: refers to number of jobs; it includes full-time, part-time, seasonal and temporary employment (based on the share of the year worked), for both employed and self-employed workers.

8. Risk Analysis and Mitigation Strategies

The Risk Analysis below identifies several potential risks and analyses the appropriate ways in which they can mitigated.

8.1.1 Marketing and Promotion

- **Risk:** Construction delays challenge strategic and proactive marketing and promotion, result in negative sentiment about the project, and diminish credibility, leading to risks with sustaining excitement, positive brand image, and value proposition.

- **Mitigation Strategy:** The Town Square communications team takes a customer service-oriented approach to address questions, comments, and concerns through all communications channels. Marketing, communications and social media strategies are flexible to meet schedule demands, while activities are professional, consistent, and creative to highlight the vision of Town Square.

8.1.2 Market and Demand

- **Risk:** Low audience turnout and program participation due to misjudged community interest or duplication of services from other arts and cultural institutions.
- **Mitigation Strategy:**
 - Develop a comprehensive programming and performance schedule that includes an ongoing plan of action to ensure meaningful and appropriate programming at Town Square.
 - Work with project partners and local cultural organizations to understand the community's cultural preferences and interests.
 - Ensure the programming schedule includes a variety of events and programs that cater to different demographics.
 - Ensure the performance schedule includes a diverse and appealing lineup of local and regional talent that appeals to Aurora and York Region residents.
 - Seek community feedback on an ongoing basis to ensure programming is meeting community needs.
 - Ensure staff are provided with the necessary networking and professional development opportunities to remain on top of industry trends.

8.1.3 Operational Considerations

- **Risk:** Inadequate staff training, staff coverage and infrastructure for smooth facility operation.
- **Mitigation Strategy:** Develop a comprehensive training program for all staff members and volunteers that includes ongoing training sessions and a process for regular feedback and communication. Implement regular maintenance schedules for equipment and facilities and ensure it is followed thoroughly. Invest in appropriate technology systems to streamline ticketing, scheduling, and resource allocation and provide appropriate training for staff accordingly.
- **Risk:** Damage to and/or theft of Museum collection.
- **Mitigation Strategy:** Follow established operational security plan and preventative measures.

8.1.4 Technological Considerations

- **Risk:** Technical glitches during performances, impacting audience experience.
- **Mitigation Strategy:** Perform thorough testing of all technical systems before events. Have backup equipment readily available. Employ skilled technicians to manage and troubleshoot technical setups during performances. Ensure appropriate customer service strategies are in place and staff are prepared to employ them when necessary.

8.1.5 Health and Safety

- **Risk:** Accidents, injuries, or health emergencies during programs, performances and events or within the facility.
- **Mitigation Strategy:** Develop and communicate comprehensive health and safety and emergency protocols to staff and visitors. Install safety equipment, such as fire alarms, first aid stations, automated external defibrillator, and emergency exits, in compliance with regulations. Ensure all on site staff members are up to date in Standard First Aid and CPR level C certifications.

8.1.6 Reputation and Public Relations

- **Risk:** Negative publicity, public backlash, or controversy surrounding programming choices.
- **Mitigation Strategy:** Engage with diverse perspectives throughout the community to address concerns and feedback. Have a strong and responsive marketing and communications team to manage communications and address any issues promptly. Develop standardized and thorough messaging in response to such concerns.

8.1.7 Environmental and Sustainability

- **Risk:** Inadequate sustainability measures leading to negative environmental impact.
- **Mitigation Strategy:** Incorporate sustainable design elements into the facility's construction, such as energy-efficient systems and waste reduction initiatives. Implement waste diversion programs. Educate staff and visitors about the facility's sustainability goals. Develop an ongoing sustainability model with all programs, supplies and equipment.
- **Risk:** Environmental damage to the Museum collection.

- **Mitigation Strategy:** Follow a regular schedule on environmental monitoring and insect/pest monitoring. Ensure HVAC system is regularly serviced so that an optimal storage climate is maintained.

8.1.8 Economic and Financial

- **Risk:** Economic downturn affecting program registration, performance attendance and sponsorships.
- **Mitigation Strategy:** Develop flexible pricing strategies to accommodate a range of economic conditions. Diversify revenue streams beyond ticket sales, such as offering memberships or exclusive packages. Maintain flexibility and creativity with programming options to allow for a programming pivot accordingly. Maintain strong relationships with partners.

8.1.9 Parking Supply

- **Risk:** Customer dissatisfaction with quantity of available parking for programming and events.
- **Mitigation Strategy:** Develop and put into action a comprehensive and thorough communication strategy to inform customers of available parking locations and carpool or public transportation options. For larger events or audience draws facilitate additional strategies such as shuttles, valet parking, and eased parking restrictions.

8.1.10 Partner Relations

- **Risk:** Failure to engage with local organizations and Cultural Partners to develop relevant exhibitions, programs and collaborations.
- **Mitigation Strategy:** Continue to meet monthly with Aurora Arts, Culture & Heritage Network. Ensure ongoing communication with invested parties is maintained and a collaborative approach to programs and exhibitions is utilized. Dedicate staff time on an ongoing basis to ensure thorough consultation and collaboration.

9. Impact and Evaluation

Measurement and evaluation play a pivotal role in executing effective marketing strategies year-over-year. Detailed data on target audiences, their preferences, and engagement patterns will continue to inform our tactics and marketing channels to maximize our impact, and ultimately increase Town Square brand visibility and community participation from grand opening through to 2026. Measuring ROI for

marketing expenditures ensures that resources are allocated to initiatives that deliver tangible results.

Evaluation and benchmarking to sustain or improve performance will be reported quarterly and annually. Measures will consider current events, trends and technology, along with competitor benchmarking. Town Square's marketing and communications tactics require consistent monitoring and modification to best reach and resonate with target audiences and various marketing channels. The Town Square communications team will examine the impact of our efforts on both the Town Square and Town of Aurora channels in achieving our objectives, assessing implementation and outcomes.

9.1 Measurement of Success and Impact

Robust measurement practices provide valuable insights into the long-term growth and success of Town Square. Monitoring and analyzing attendance data, participant feedback, and utilization rates supports strategic decision-making for resource allocation, along with meeting evolving community needs. Data-driven evaluation highlights trend identification and provides a comprehensive framework for informed decision-making.

Table 14. Town Square Measurement and Tracking Methods

Measurement	Tracking Method
Customer satisfaction with the quality of Town Square programs	Annual and Program Survey % of satisfaction in each program area
Customer satisfaction with the diversity of program offerings	Annual Survey % of satisfaction
Customer satisfaction with Box Office, Facility Maintenance, Customer Service, Programming, Heritage Services	Survey of User Groups % of satisfaction in each area
Community satisfaction with donation inquiries and Museum research requests	Survey donors and researchers Ask for brief testimonials
# of participants in Town programs at Town Square	Reports from Red61 and ActiveNet Shown as a figure
Community engagement (volunteering)	Track number of volunteer hours earned at Town Square
Earned Revenue (programs and rentals)	Shown as a figure

9.2 Continuous Improvement Strategies

By consistently implementing improvement strategies based on thorough evaluation, Town Square will continue to deliver quality and dynamic programs and events that cater to the community and provide a vibrant and creative experience to attendees and participants.

Feedback will be collected regularly from artists, performers, staff, and audience members. This will be done through surveys and comment cards and will provide valuable insight into areas of improvement as well as identifying success.

After each event, performance, exhibition and program, staff and volunteers will conduct a thorough debrief to review successes and challenges, opportunities for enhancement and additional feedback to explore. This will help to gauge community impact as well as the performer/instructor experience and identify any changes that may be required.

Staff will continue to benchmark Town Square performances with similar venues to analyze their programming, audience engagement strategies and overall management practices. This will help to ensure Town Square is following industry best practices and identify methods for improvement.

Ticket sales and program registration records will assist in analyzing audience and participant demographics. This will help to provide insight into the popularity of genres, dates and times for programming and the types of audiences being engaged, therefore also identifying any gaps.

As part of the comprehensive staff training program, staff and volunteers will participate in ongoing training and development opportunities, as well as performance appraisals to identify areas for learning and growth. This will enhance the overall customer experience at Town Square.

Staff will also continue to implement the Cultural Action Plan, reviewing progress and adjusting goals and strategies to align with changing circumstances and emerging trends in arts and culture. Further, the team will continue to collaborate with Cultural Partners and local organizations to gather insight and address feedback and recommendations from vested parties.

Attachment 1 – Proposed Town Square Fees and Charges Schedule

Description	Unit of Measure	Fee or Service Charge	Notes
Program Room 1 and 2 (at APL)	Hourly	\$47.15	Equivalent to Holland Room (Town Hall)
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Program Room 2 Kitchenette (at APL - includes fridge and counter space)	Hourly	\$10.00	N/A
	8 Hours	\$70.00	Hourly rate x 7
	Full day	\$120.00	Hourly rate x 12
Conference Lounge/Boardroom (at APL)	Hourly	\$37.50	Equivalent to AFLC Program Room A and SARC Meeting Room
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Reading Garden (at APL)	Hourly	\$11.75	Approximately 1/4 of Program Room rate
	8 Hours	\$82.25	Hourly rate x 7
	Full day	\$141.00	Hourly rate x 12
Magna Room	Hourly	\$47.15	
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Lebovic Room	Hourly	\$47.15	
	8 Hours	\$330.05	Hourly rate x 7
	Full day	\$565.80	Hourly rate x 12
Entire Outdoor Square (exclusive use only)	Commercial - Hourly	\$135.00	
	Commercial - 8 hours	\$945.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$1,620.00	Hourly rate x 12
	NFP - Hourly	\$105.00	
	NFP - 8 hours	\$735.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$1,260.00	Hourly rate x 12
	Event Set-up Fee - flat rate	\$377.60	Equivalent to Town Park Bandshell
Amphitheatre	Commercial - Hourly	\$32.25	Same as Town Park Bandshell
	Commercial - 8 hours	\$225.75	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$387.00	Hourly rate x 12
	NFP - Hourly	\$27.40	

	NFP - 8 hours	\$191.80	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$328.80	Hourly rate x 12
	Event Set-up Fee - flat rate		Equivalent to Town Park Bandshell; does not include technical needs/set up
Performance Hall	Commercial - Hourly	\$125.00	All PH rentals include access to Crush Space, Bar, Green Room and Dressing Rooms; also includes access to tables/chairs, house soft goods, lighting and sound equipment
	Commercial - 8 hours	\$875.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$1,500.00	Hourly rate x 12
	NFP - Hourly	\$90.00	
	NFP - 8 hours	\$630.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$1,080.00	Hourly rate x 12
Box Office Fees	CIF - per ticket	\$1.50	Capital Investment Fund/Facility Charge
	Online Fee - per ticket	\$0.00	
	Handling/Processing Fee - per ticket	\$2.00 (plus 3%)	Covers credit card charges, transaction fee for the pin pad
	Admin Fee - flat rate	\$200.00	Covers staff time to build program or event into the system for third-party groups
Staff Fees	Technician - Hourly	\$50.00	OT after 8 hours, double time after 12 hours or after 44 hours in a week
	FOH Manager - Hourly	\$30.00	
	Usher(s) - per rental	\$150.00	
	Overtime - Hourly	1.5 X regular hourly rate	OT after 8 hours; double time after 12 hours or 44 hours in a week
Production Service Fees	Digital Projector & Screen, Performance Hall	\$50 per rental/day	
	Wireless Mic	\$25 per mic	

	Piano - Brevik Hall	\$100/day	
	Piano Move - Brevik Hall	Actual cost, plus 10% admin subject to HST	
	Portable Stage	\$125 per rental	
	Piano Tuning	\$175 per tuning	If piano tuning coordinated by ACC, then Town to collect from the user group with revenue to go to ACC
	Additional Equipment Rental (e.g., keyboard, piano, spot or hazer)	Actual cost, plus 10% admin subject to HST	
	Portable PA System - per booking	\$250.00	For use in spaces beyond Performance Hall (e.g., PADS)
	Lighting - per booking	\$75.00	
Crush Space and Bar	Commercial - Hourly	\$65.00	
	Commercial - 8 hours	\$455.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$780.00	Hourly rate x 12
	NFP - Hourly	\$50.00	
	NFP - 8 hours	\$350.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$600.00	Hourly rate x 12
Brevik Hall	Commercial - Hourly	\$75.00	All BH rentals come with Great Hall (to serve as crush space)
	Commercial - 8 hours	\$525.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$900.00	Hourly rate x 12
	NFP - Hourly	\$60.00	
	NFP - 8 hours	\$420.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$720.00	Hourly rate x 12
	Commercial - Hourly	\$70.00	

Performing Arts Dance (PADS) Studio A + B	Commercial - 8 hours	\$490.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$840.00	Hourly rate x 12
	NFP - Hourly	\$55.00	
	NFP - 8 hours	\$385.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$660.00	Hourly rate x 12
PADS A	Commercial - Hourly	\$40.00	
	Commercial - 8 hours	\$280.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$480.00	Hourly rate x 12
	NFP - Hourly	\$30.00	
	NFP - 8 hours	\$210.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$360.00	Hourly rate x 12
PADS B	Commercial - Hourly	\$40.00	
	Commercial - 8 hours	\$280.00	1 hour discount (Hourly x 7 hours)
	Commercial - Full day	\$480.00	Hourly rate x 12
	NFP - Hourly	\$30.00	
	NFP - 8 hours	\$210.00	1 hour discount (Hourly x 7 hours)
	NFP - Full day	\$360.00	Hourly rate x 12
Bridge	TBD		
School Meeting Room	Hourly	\$37.50	AFLC Program Room A/ SARC Meeting Room
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Program Room A + B (by Cafe)	Hourly	\$69.00	
	8 Hours	\$483.00	Hourly rate x 7
	Full day	\$828.00	Hourly rate x 12
Program Room A	Hourly	\$37.50	
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Program Room B	Hourly	\$37.50	
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Multipurpose Studio/Meeting Room	Hourly	\$37.50	AFLC Program Room A/ SARC Meeting Room
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12

Dressing Room 1	Hourly	\$37.50	Only available when performance hall is not booked; not to be charged to Performance Hall renters as the dressing rooms are included with the rental fee.
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Dressing Room 2	Hourly	\$37.50	Only available when performance hall is not booked; not to be charged to Performance Hall renters as the dressing rooms are included with the rental fee.
	8 Hours	\$262.50	Hourly rate x 7
	Full day	\$450.00	Hourly rate x 12
Green Room/Staff Lounge			Not available to rent on its own. Comes with rental of Performance Hall or Brevik, PADs, and Outdoor Square if needed and if Performance Hall is not booked.
Visual Arts Studio A + B	Hourly	\$69.00	
	8 Hours	\$483.00	
	Full day	\$828.00	
Visual Arts Studio A	Hourly	\$37.50	
	8 Hours	\$262.50	
	Full day	\$450.00	
Visual Arts Studio B	Hourly	\$37.50	
	8 Hours	\$262.50	
	Full day	\$450.00	

Attachment 2 - Testimonials

"We are thrilled to announce that, in 2024, our Annual Induction Celebration Evening will now find its home at the Aurora Town Square. This incredible space perfectly encapsulates the essence of community, providing the ideal location to honour and celebrate the exceptional sport legends who have graced our town. Whether as athletes, coaches, or builders, these individuals have left an indelible mark on our sporting heritage, and it is only fitting that we gather in this symbolic venue to recognize their excellence.

Just as the Aurora Sports Hall of Fame serves as a unifying force, the Aurora Town Square stands as a beacon of unity, bringing together our community through shared values and collective pride. This new partnership not only enhances the event experience, but it also strengthens our commitment to preserving the sporting legacy that defines our town and its people."

- Javed S. Khan, President & Chair, Aurora Sports Hall of Fame

There is nothing more exciting to an art society than a state-of-the-art, purpose-built facility for cultural activities and being able to call it 'home'. Moving into 22 Church St. in 2012 created a ripple effect - an increase in membership and status. When a venue is compatible with the organizations that operate within it, it clearly shows that Aurora values culture. The arts gained status in Aurora because we featured local and regional adult artists, provided them with a place to connect, network and learn from each other. It's good for them and the Town. So it is with great anticipation that the Society of York Region Artists (SOYRA) looks forward to the opening of Aurora Town Square as a place we can call home once more.

- Linda Welch, President, Society of York Region Artists

Marquee Theatrical Productions is thrilled to have the opportunity to perform in our own hometown. Now with the new Town Square theatre opening, it will not only allow for us to perform our many youth productions in a great new space, but it will also allow us to expand on what we offer and to better serve our community.

- Sheryl Thomas, Executive Director, Marquee Theatrical Productions

York Region Arts Council congratulates the Town of Aurora, the Aurora Cultural Centre and all the partners involved in making this cultural hub a reality! Aurora is truly exemplifying the commitment to put ART at the centre of the community.

In a time when creative space is so hard to find, it is so important to have dedicated space for creativity and expression and for community members and visitors to experience. As an established art hub, Aurora Town Square will be a place that artists of all disciplines will want to meet, create, thrive and collaborate in! We can't wait to see the impact we know this space will create!

- Monica Pain, Director of Programming & Operations, York Region Arts Council

For over 40 years, the Pine Tree Potters' Guild has put down roots in Aurora, teaching and growing pottery arts. Our mutually beneficial relationship with the Aurora Cultural Centre has included sales, exhibitions, demonstrations and the Empty Bowls charity fundraising event. This successful partnership also included providing a well-received Kids Clay Camp at the Cultural Centre.

We are so excited about growing our relationship and participating in the many cultural opportunities that Aurora Town Square will bring to Aurora.

- Pine Tree Potters' Guild

The Aurora Film Circuit is very excited to have Aurora Town Square in our community. Town Square will offer the Aurora Film Circuit the opportunity to screen additional films throughout the year and provide theme-based programming for special events. AFC Subscribers have been asking for more and Town Square will allow us to deliver!

- Nelia Pacheco, Chair & Programmer, Aurora Film Circuit

Attachment 3
2024 MSB-Hybrid Budget Comparison

Revenue	MSB*
Municipal Contribution	\$1,519,645
ACC Historical Top Up (not yet approved by Council)	
ACC Displacement Costs	
Government Grants	\$77,500
Ticket Sales	\$434,560
Program	\$185,485
Sponsorship & Donations	\$177,740
Staff Recoveries	\$235,400
Rentals	
TOTAL REVENUE	\$2,630,330
Expenditures	
Salaries & Benefits	\$1,537,730
ACC Additional Staffing costs for ATS	
Previously approved Production Technician	
Efficiencies created by ACC	
Artistic Fees	\$434,735
Marketing Expense	\$88,125
Program	\$186,840
Sponsorship & Professional Fees	\$54,750
Office Expenses	\$122,150
Facility Expenses	\$206,000
TOTAL EXPENDITURES	\$2,630,330
Net	\$0

*2018 numbers as presented in the Library Square Business Plan

Hybrid Town	Hybrid ACC	Hybrid ACC (Tech/FOH)	Hybrid ACC (ATS impacts)	Total Hybrid (Town + ACC)
\$720,000	\$463,420			\$1,183,420
	\$86,149			\$86,149
	\$95,989			\$95,989
\$39,500	\$258,156			\$297,656
\$175,000	\$74,000			\$249,000
\$14,450	\$213,900			\$228,350
	\$405,000			\$405,000
		135,280		\$135,280
\$156,875				\$156,875
\$1,105,825	\$1,596,614	\$135,280	\$0	\$2,837,719
\$1,060,000	\$937,635			\$1,997,635
		\$210,673	\$121,571	\$332,244
		\$80,000		\$80,000
		-\$91,780		-\$91,780
\$41,250	\$300,556			\$341,806
\$99,600	\$101,000			\$200,600
\$69,050	\$128,598			\$197,648
\$2,000	\$28,132			\$30,132
\$19,200	\$100,693			\$119,893
\$167,000				\$167,000
\$1,458,100	\$1,596,614	\$198,893	\$121,571	\$3,375,178
-\$352,275	\$0	-\$63,613	-\$121,571	-\$537,459

Revenue	MSB*
Municipal Contribution**	\$1,519,645
ACC Historical Top Up (not yet approved by Council)	
Grants	\$77,500
Ticket Sales	\$434,560
Program	\$185,485
Sponsorship & Donations	\$177,740
Staff Recoveries	\$235,400
Rentals	
TOTAL REVENUE	\$2,630,330
Expenditures	
Salaries & Benefits	\$1,537,730
ACC Additional Staffing costs for ATS	-
Previously approved Production Technician	
Efficiencies created by ACC	
Loss of Rental Income for ACC (no longer running program)	
Artistic Fees	\$434,735
Marketing	\$88,125
Program	\$186,840
Sponsorship & Professional Fees	\$54,750
Office Expenses	\$122,150
Facility Expenses	\$206,000
TOTAL EXPENDITURES	\$2,630,330
Net	\$0

Hybrid Town	Hybrid ACC	Hybrid ACC (Tech/FOH)	Hybrid ACC (ATS impacts)	Total Hybrid (Town + ACC)
\$720,000	\$472,688			\$1,192,688
	\$87,872			\$87,872
\$30,000	\$141,876			\$171,876
\$264,395	\$81,000			\$345,395
\$16,000	\$219,500			\$235,500
	\$530,000			\$530,000
		\$296,010		\$296,010
\$296,400				\$296,400
\$1,326,795	\$1,532,936	\$296,010	\$0	\$3,155,741
\$1,081,200	\$939,526			\$2,020,726
		\$328,306	\$126,018	\$454,324
		\$81,600		\$81,600
		-\$92,604		-\$92,604
	\$25,000			\$25,000
\$103,750	\$267,731			\$371,481
\$101,600	\$81,000			\$182,600
\$91,825	\$116,300			\$208,125
\$2,000	\$30,195			\$32,195
\$19,400	\$98,184			\$117,584
\$200,000	-			\$200,000
\$1,599,775	\$1,557,936	\$317,302	\$126,018	\$3,601,031
-\$272,980	-\$25,000	-\$21,292	-\$126,018	-\$445,290

*2018 numbers as presented in the Library Square Business Plan

Revenue	MSB*		Hybrid Town	Hybrid ACC	Hybrid ACC (Tech/FOH)	Hybrid ACC (ATS impacts)	Total Hybrid (Town + ACC)
Municipal Contribution**	\$1,519,645		\$720,000	\$482,142			\$1,202,142
ACC Historical Top Up (not yet approved by Council)				\$89,630			\$89,630
Government Grants	\$77,500		\$15,000	\$105,000			\$120,000
Ticket Sales	\$434,560		\$298,925	\$88,500			\$387,425
Program	\$185,485		\$19,000	\$225,500			\$244,500
Sponsorship & Donations	\$177,740			\$605,000			\$605,000
Staff Recoveries	\$235,400				\$315,680		\$315,680
Rentals			\$314,550				\$314,550
TOTAL REVENUE	\$2,630,330		\$1,367,475	\$1,595,772	\$315,680	\$0	\$3,278,927
Expenditures							
Salaries & Benefits	\$1,537,730		\$1,102,830	\$978,208			\$2,081,038
ACC Additional Staffing costs for ATS					\$352,622	\$138,738	491,360
Previously approved Production Technician					\$83,232		\$83,232
Efficiencies created by ACC					-\$94,456		-\$94,456
Loss of Rental Income for ACC (no longer running program)				\$15,000			\$15,000
Artistic Fees	\$434,735		\$110,500	\$273,853			\$384,353
Marketing Expense	\$88,125		\$103,630	\$81,000			\$184,630
Program	\$186,840		\$96,125	\$120,684			\$216,809
Sponsorship & Professional Fees	\$54,750		\$2,000	\$33,355			\$35,355
Office Expenses	\$122,150		\$19,650	\$108,672			\$128,322
Facility Expenses	\$206,000		\$200,000	-			\$200,000
TOTAL EXPENDITURES	\$2,630,330		\$1,634,735	\$1,610,772	\$341,398	\$138,738	\$3,725,643
Net	\$0		-\$267,260	-\$15,000	-\$25,718	-\$138,738	-\$446,716

*2018 numbers as presented in the Library Square Business Plan

To request a copy of the Aurora Town Square Business Plan in a different format, or to send us your comments, please contact us at:

Email: infotownsquare@aurora.ca

Mail: Town of Aurora

Attention Cultural Services Division

100 John West Way, Box 1000

Aurora, Ontario L4G 6J1

Telephone: +1 365-500-3180

To view the Aurora Town Square Business Plan online, please visit aurora.ca



CMS23-038
Attachment 2

Aurora Town Square

2024-2026 Business Plan



Aurora
Town
Square



Business Plan Context

- Culmination of four years of planning, engagement and analysis
- Reflects switch from Municipal Services Board Governance Model to Hybrid Governance Model
- Governance and business planning are iterative processes that require ongoing analysis
- An organization's performance is greatly influenced by the way in which its personnel and partners interact
- Every governance model possesses advantages and risks that must be evaluated and understood in advance

Executive Summary

- Identifies how the new spaces that comprise Town Square will be utilized, for what purpose, and by whom
- Outlines how Town Square will be managed effectively, including financial considerations.
- Recognizes potential risks and establishes a mitigation strategy for each
- Highlights how the success of Town Square will be measured, evaluated, and reported on over time



Operational Plan and Staffing Structure

The following areas of expertise are required to operate Town Square successfully:

- Facility Maintenance
- IT Services
- Programming
- Collections and Exhibitions Management
- Customer and Visitor Services
- Marketing and Communications
- Technical Production Services
- Audience Management

Strategic Marketing and Communications

2023-2024 Town Square Marketing and Communications Strategy

- Aims to create excitement about the opportunities at The Square for residents, community members, and local businesses
- Positions the Town as a destination with modern amenities and small-town charm
- Long-term supporters of The Square will emerge from the target audiences, creating a lasting foundation for successful programs, events, and experiences
- Grand Opening Strategy
- Social Media Strategy



Community Engagement Initiatives

- Drive awareness
- Build excitement
- On-going credible communication



Partnerships & Collaborations

- Amplify reach
- Connect resources
- Enhance credibility



Marketing and Communications Measurement

- Evaluation and benchmarking to sustain or improve performance
- Measure and evaluate to achieve our objectives, assess implementation and outcomes
- Continuous improvement

Financial Projections

Year	Total Hybrid Revenue (Town + ACC)	Total Hybrid Expenditures (Town + ACC)	Total Hybrid Model Net Operating Budget (Town + ACC)
2024	\$2,837,719	\$3,375,178	-\$537,459
2025	\$3,155,741	\$3,601,031	-\$445,290
2026	\$3,278,927	\$3,725,643	-\$446,643

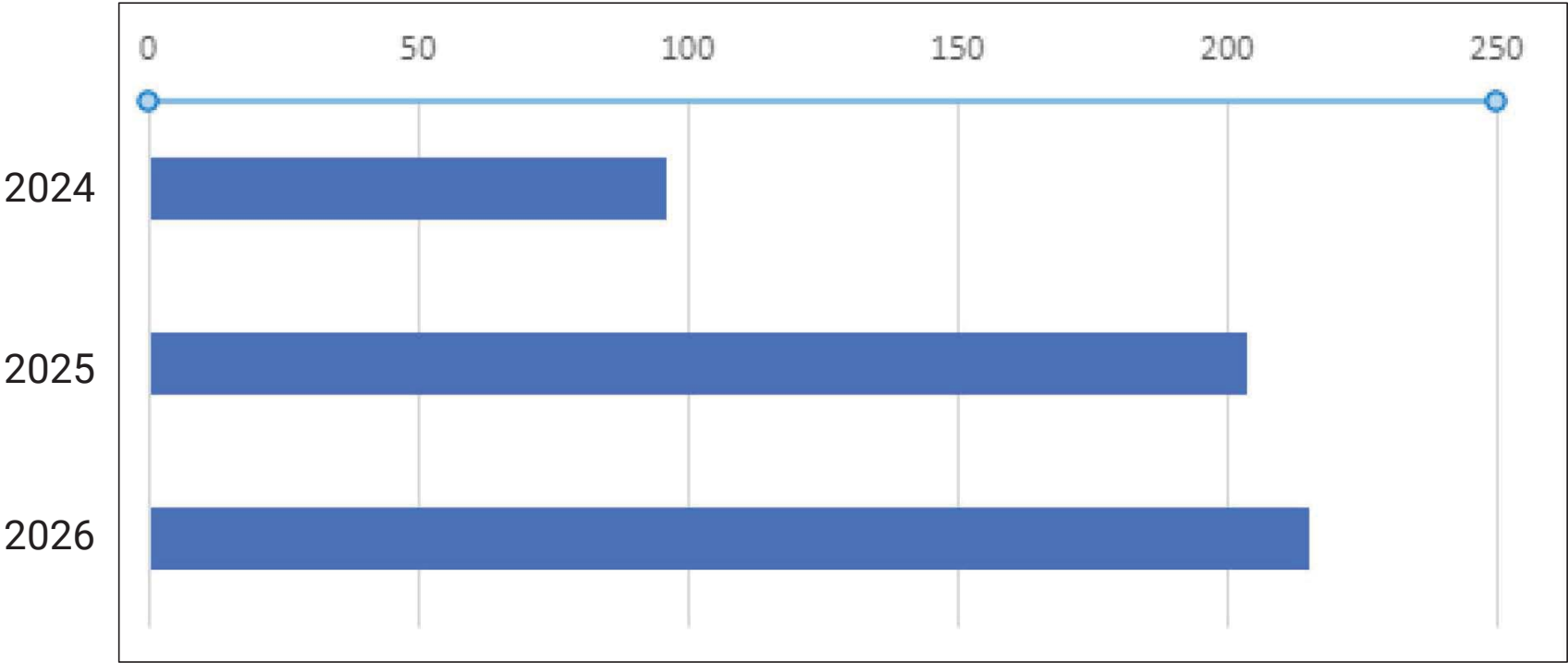
Risk Analysis

- Marketing and Promotion
- Market and Demand
- Operational Considerations
- Technological Considerations
- Health and Safety
- Reputation and Public Relations
- Environmental and Sustainability
- Economic and Financial
- Parking Supply
- Partner Relations

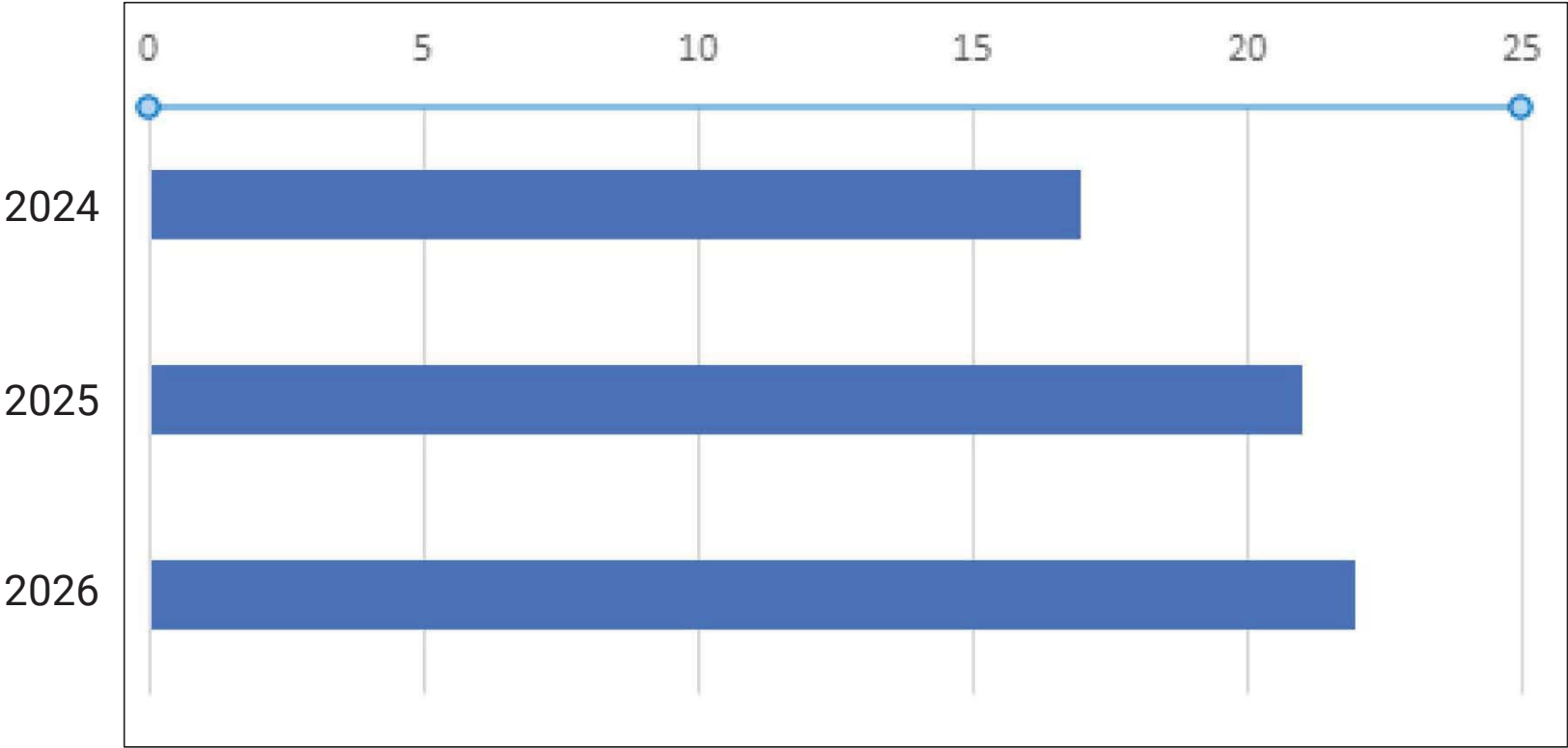
Impact and Evaluation

Measuring Success:

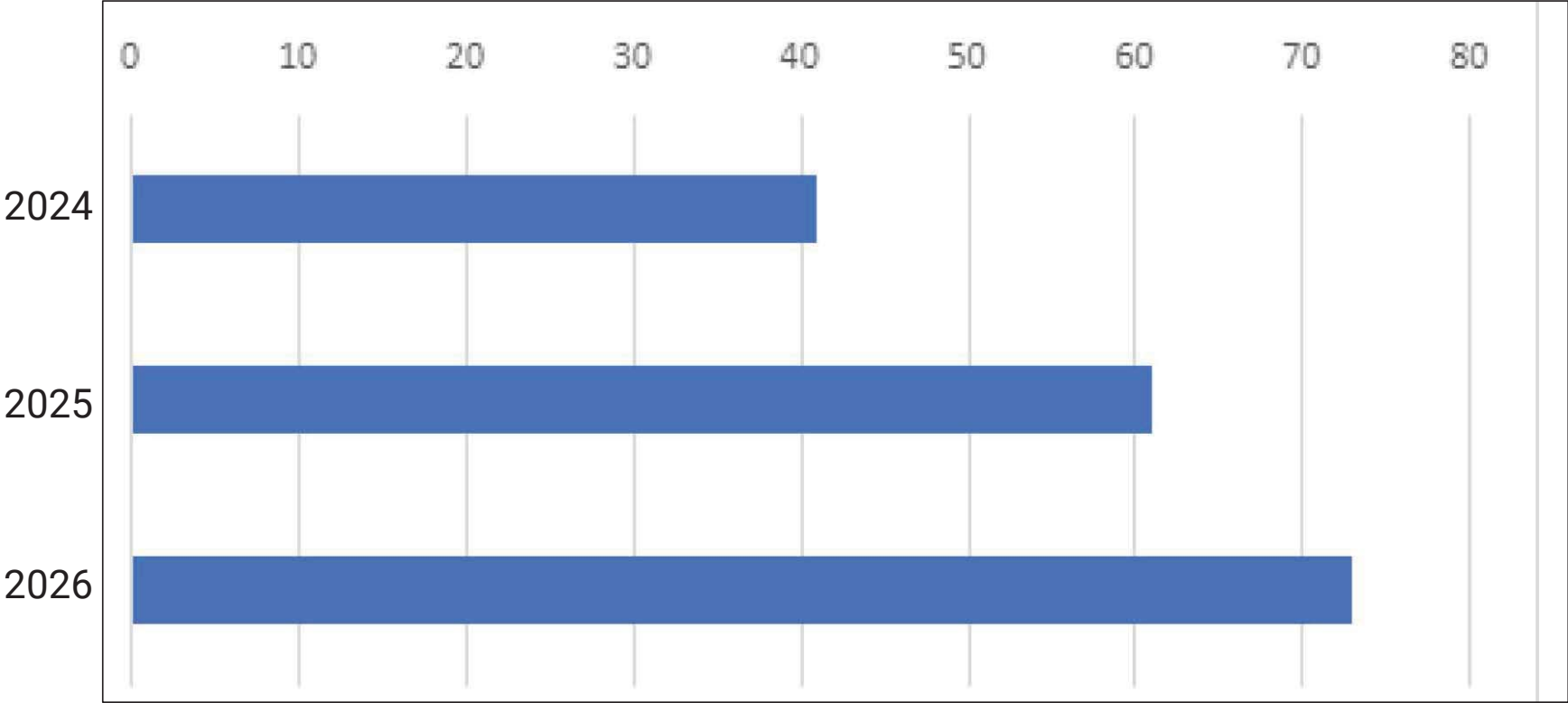
- Customer satisfaction with the quality of Town Square programs
- Customer satisfaction with the diversity of program offerings
- Customer satisfaction with Box Office, Facility Maintenance, Customer Service, Programming, and Heritage Services
- Community satisfaction with Museum donation inquiries and research requests
- # of participants in Town programs at Town Square
- Community engagement (volunteering)
- Earned Revenue (programs and rentals)



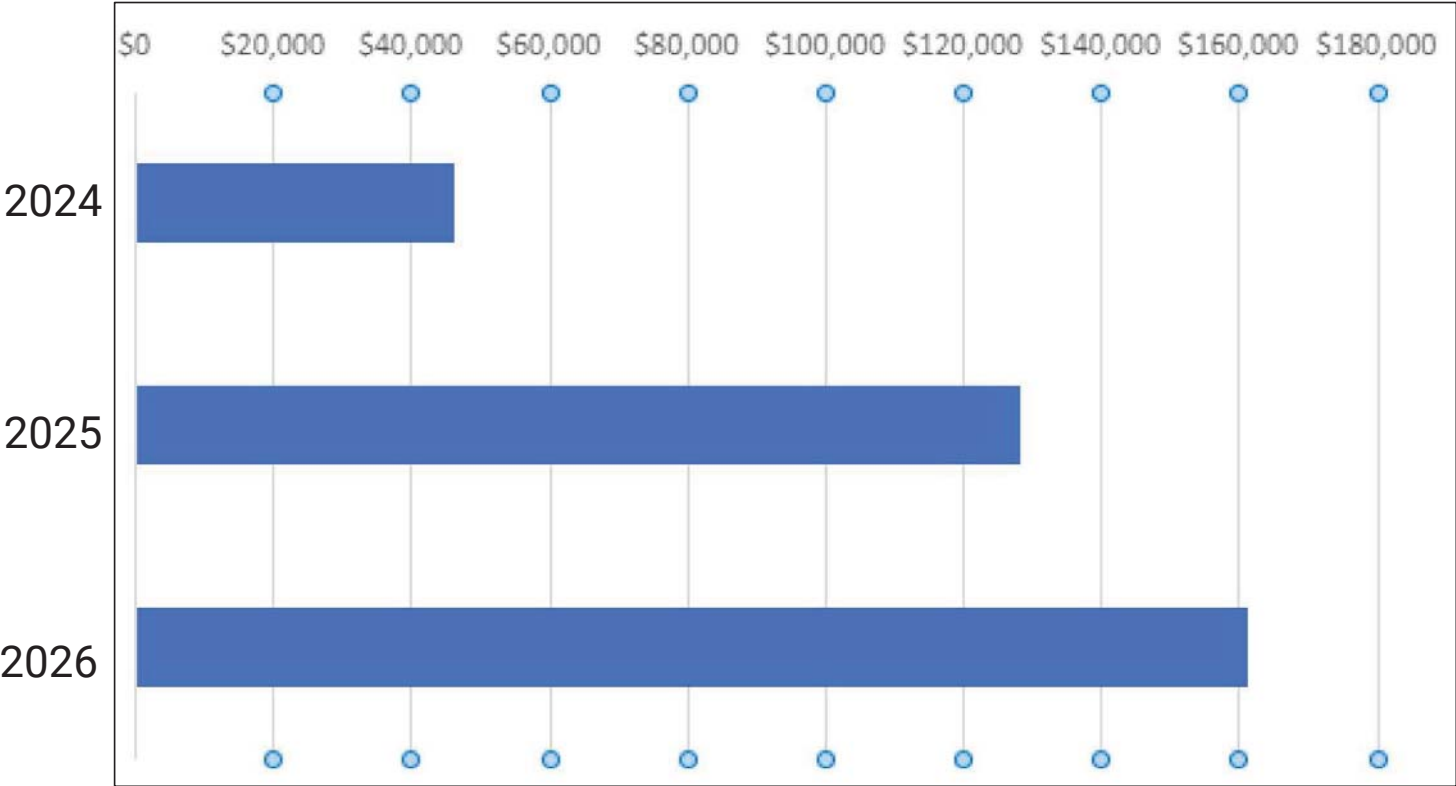
Performance Hall Activations, All Users, 2024-2026



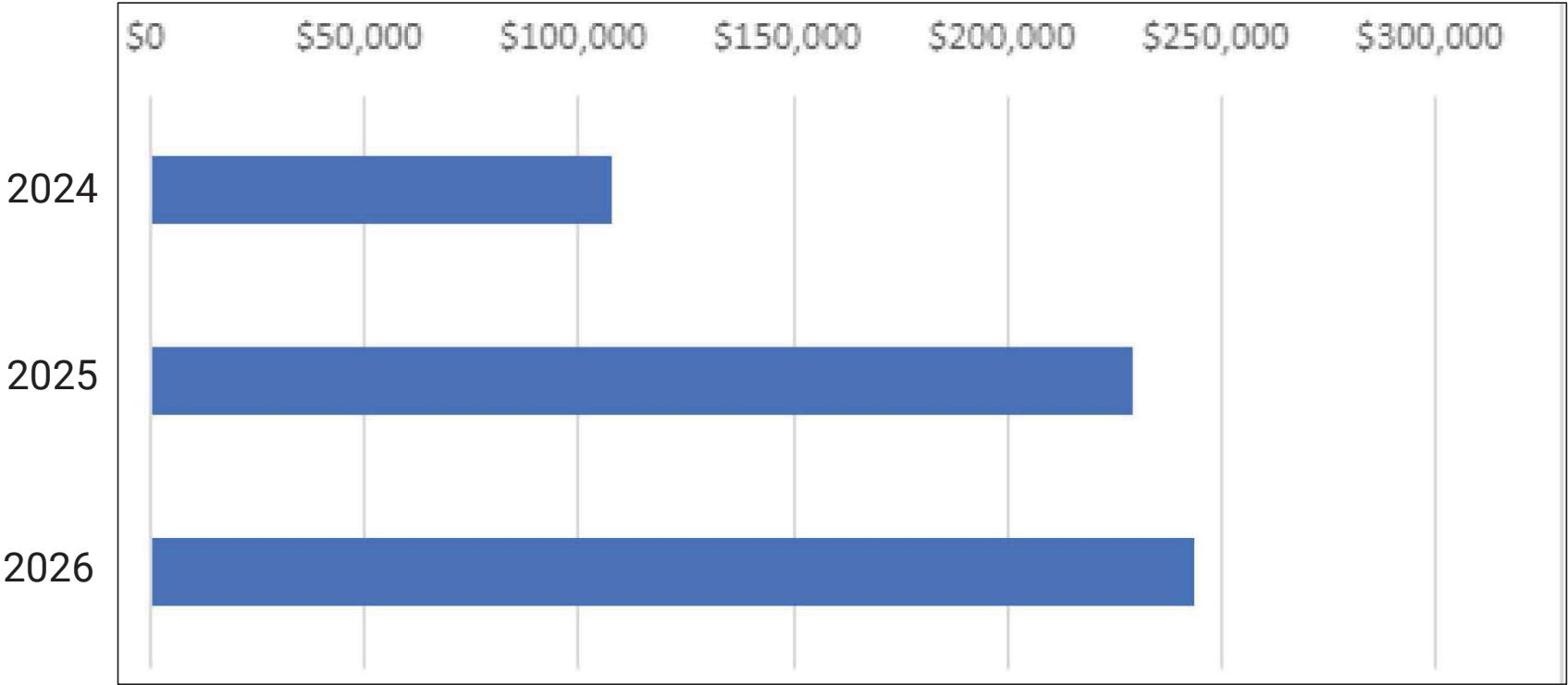
Town Performances, 2024-2026



Town Programs, 2024-2026



Town Presenting Revenue 2024-2026



Town Rental Revenue 2024-2026

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Thank You



Aurora
Town
Square

The Aurora logo graphic, featuring a stylized white sun rising over a wave, with the word 'AURORA' in a serif font below it.
AURORA



100 John West Way
Aurora, Ontario
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Town of Aurora
Council Report
No. CMS23-042

Subject: Aurora Cultural Centre Staffing Plan

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-042 be received for information.

Executive Summary

The attached report prepared by the Aurora Cultural Centre Executive Director, Suzanne Haines, details the ACC's proposed staffing plan for Aurora Town Square (ATS). It details the new staffing complement ACC would require if Audience Management Services and Technical Production Services for all of ATS were to be added to their existing portfolio as detailed in the Provision of Cultural Services Agreement with the Town.

Background

On July 11, 2023, Council passed a resolution stating, "that the Aurora Town Square operating plan be brought before Council prior to budget 2024 deliberations, including the Aurora Cultural Centre's (ACC) programming and staffing plan."

Analysis

See attached Report.

Advisory Committee Review

Not applicable.

Legal Considerations

None.

Financial Implications

This report summarizes staffing positions, costs related to this proposal will be outlined in the ATS Business Plan and will be tabled during the upcoming budget for Council consideration.

Communications Considerations

None.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council can provide further direction.

Conclusions

The attached report prepared by the ACC's Executive Director summarizes how the ACC's staffing model would change if Technical Production Services and Audiences Services for all of ATS were added to their existing responsibilities.

Attachments

Attachment 1 - Aurora Cultural Centre Staffing Plan Report

Previous Reports

None.

Pre-submission Review

Not applicable.

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

CMS23-042 - Attachment 1

Aurora Cultural Centre at Aurora Town Hall

Introduction

The relationship between the Aurora Cultural Centre (ACC) and the Town of Aurora (Town) will change in 2024 in response to decisions made by Town Council about how Aurora Town Square (Town Square) will operate. These changes are contained in the Aurora Town Square business plan and this document. Discussions regarding use and management of Town Square have been ongoing since 2019 when the project was initially approved by Council. Throughout the last 4 years, Council also made decisions affecting operations in Town Square.

Town Square is ACC's home. As a mission driven, grassroots organization, we regularly poll and respond to the community to deliver cultural programming. Through a recent community-wide arts survey, residents identified the appetite and interest to grow cultural programming in Aurora. Town Square's success is linked with this community interest, and efficient, professional operations that drive a strong reputation in the industry to encourage return rental clients.

ACC has built an audience of patrons enjoying performing arts events, visual arts gallery exhibits, a school for arts learners, and a client base for renting a cultural venue. ACC also has specific producing acumen within our staff gained through years of experience and training that will benefit the community participating and renting Town Square.

A New Relationship Between the Aurora Cultural Centre and the Town of Aurora

The optimal operating structure optimizes the professionalism of the customer experience, effectively produces rental clients' events, and streamlines operations to find efficiencies and cost-savings. The Aurora Cultural Centre is excited for the new opportunities available through the Hybrid Governance model, including the ability to participate in creating exceptional experiences for clients and audiences at Aurora Town Square.

Town Council determined that Town staff will now be managing areas in Town Square that used to be managed by ACC, and ACC has been asked to take on additional roles using ACC's expertise.

New Town responsibilities include:

- Permitting all spaces in Town Square, including Brevik Hall, previously managed by ACC,
- Venue management,
- Customer Service, including ticket sales for ACC shows and registrations for ACC's programs.

ACC built our audience through excellence in all aspects of customer service. This connection starts with marketing and communications, moves through the box office experience, and

concludes with in-person activations where the community feels welcome, safe, and valued in a professional setting. The loss of customer service roles in Town Square removes ACC's direct access to our audience by separating the purchase location, process, and conversations.

ACC responsibilities in the new model include:

- Technical Production Services for all events in Town Square
- Audience Management Services for all events in Town Square

These new areas of responsibility for ACC require staffing to fulfill these roles. ACC has operational staff in place with the skills to effectively manage these roles for approximately 20 ACC events currently produced offsite. There are efficiencies to move these staff into roles that manage the larger Town Square facility. Additional staff are required to operate the events themselves. Further, as the volume of activities increase, there will be a need for additional administrative support to ensure the efficient reporting, reconciliation, payroll, and accurate chargebacks to rental clients.

Staffing for ACC's New Responsibilities

Audience Development

As previously noted, the new relationship and structure separates ACC from our audience by requiring the community to use the Town's website, Town customer service, and software tied to Town processes to purchase ACC services. This streamlines the resident's experience as there is one place to call to get services at Town Square. However, our viability relies on the relationships we have developed with their audience, so we need to find another way to connect with our audience to support audience development and growth.

This work includes the ability to gather and process audience information for events and programs, encourage buying patterns, solicit support and feedback, and encourage participation in a wide selection of cultural activities. Audience development activities could be achieved through a Development Associate role.

The *Development Associate* is a fulltime position which takes ACC's data from the Town's two software systems that capture audience information to build audience development opportunities. These activities have many positive outcomes including, encouragement of greater participation in our programs, opportunities to speak to patrons about their experiences and solicit feedback for improvement, asking patrons for support for our not-for-profit activities, and to welcome the patrons back to Town Square at their next event.

Production and Front-of-House

These additional staffing levels are required to build professional production and front of house departments for Town Square. These roles streamline operational effectiveness to create a safe

and welcoming environment for residents while providing excellent customer service to clients with clear communication and accurate billing for rentals in Town Square.

Technical Production Department

The technical production department manages all the backstage needs for an event, including producing each event in the most efficient process with an experienced and skilled team of technicians. The department is also responsible for backstage safety for clients, artists, and staff, including power safety, working at heights, pyrotechnics, audio levels, green room management, dressing room assignment and management, communication tools etc.

Production Manager/Technical Director (PM/TD)

This fulltime production administrative role is responsible for managing partner and rental events and managing departmental and equipment needs. They manage production technicians to facilitate each event. Tasks include:

- providing feedback on technical questionnaire for booking agents to assemble quotes for each event,
- advancing the event for the client including:
 - discussing the event with the client in advance if required,
 - ensuring appropriate production equipment availability to meet the needs of each event,
 - communicating facility equipment needs for each event,
 - scheduling technical staff required for each event,
 - preparing production reports for each event including dressing room and green room requirements, and
 - arranging logistics for rental/removal of production rentals if needed.
- supporting calendar management to manage overtime, cleaning time, catching overlaps or issues in advance, deploying equipment as needed to reduce conflicts and extra costs,
- recruiting, training, managing, and scheduling technicians,
- payroll reporting, and
- assessing and maintaining technical production equipment needs.

Initially, the PM/TD and approved funding for the fulltime Technical Production Specialist will be used to cover the technical hours required for events until the volume of activities requires hiring additional staff.

Technical Production Specialists (technician)

These full and parttime roles facilitate events for clients including setup and tear down of equipment needed for an event, running technical lighting and audio systems, running specialized equipment including video, broadcasting, projectors, hazer etc. as needed, backstage safety meeting, and reporting back to PM/TD on each event. The technician is not in

contact with the client in advance of the event, they are scheduled to read the production report for the event, setup and prepare for the event. They are trained to facilitate the needs of the client, support backstage artists and client personnel, adjust needs to expectations of the event on the spot with the most efficient processes. This ensures optimal results in load-out and event success and issues management reporting back to the PM/TD. This role provides key backstage customer service and health & safety oversight for clients and artists. All technicians are trained specialists in either lighting or audio and have a working knowledge of other technical roles. Fulltime staff are most knowledgeable of the equipment, operation of the space, and will flag and fix maintenance issues as needed throughout the year. Parttime staff are brought in to mitigate overtime costs and support Town Square when multiple events are booked across the venues.

Audience Management (Front of House)

The audience management department is primarily responsible for audience safety and compliance with the emergency, health, and fire safety plans. Duties include staffing events with trained, competent staff and volunteers who understand their roles and responsibilities, supporting ticketing, seating, and customer service needs for each event, and delivering specialized requests of the client to serve their patrons (reception needs, specialized bar services, hearing-assist, response to health crisis, latecomers). The department also manages the volunteer program to build community involvement and effectively support each event.

Audience Services Supervisor

This fulltime administrative role is responsible for managing the volunteer program and front of house (FOH) needs to make sure all events are safe and welcoming. All performing arts venues have a specific fire safety plan that designates the number of personnel (staff and volunteers) required to safely operate the venue. This position ensures that adequate support is available for the events. They manage staff Front of House Coordinators to facilitate the audience needs of each event. Tasks include:

- providing feedback on front of house questionnaire for booking agents to assemble quotes for each event,
- advancing the event for the client including;
 - discussing the event with the client in advance (if required),
 - communicating facility equipment needs for each event,
 - scheduling a Front of House Coordinator for each event,
 - scheduling appropriate number and skill set of volunteers for each event,
 - preparing FOH reports for each event including specialized bar and ticking requests, reception needs, accessibility awareness for wheelchair needs, hearing-assist requirements (if known), and any other details provided by the client, and
 - arranging logistics for rental and removal of FOH rentals if needed.

- responsibility for maintaining audience safety and security by preparing policies and procedures, training all involved, maintaining fire safety plan requirements,
- First Aid, CPR, and AED certification,
- recruiting, training, managing, and scheduling Front of House Coordinators,
- payroll reporting, and
- volunteer program management including recruitment, training, policy management, personnel management, and scheduling into suitable roles.

Initially the Audience Services Supervisor will run events until the volume requires hiring parttime Front of House Coordinators.

Front of House Coordinators

These parttime roles facilitate the audience needs for each event to ensure public safety. They are scheduled a minimum of 2 hours prior to public access to the event to read the prepared FOH report, organize the lobby and other public venue areas to receive the patrons, and stay for at least 1 hour after the event concludes and all audience members depart. Work includes receiving the ticketing information, preparing for accessibility needs, blocking off seating as requested by the client, cleaning, testing and preparing hearing-assist equipment, setting up tables/chairs with linens, cleaning (or preparing for cleaning service) linens at the end of the event, communicating concession/bar specialties to the concession vendor, assigning volunteer positions, safety instructions to volunteers, retraining or reminders for those who need it on the night of the event, supporting latecomer access to the event, and releasing the house to the backstage crew once it is safe to allow the event to start.

Administration

With the new tasks and reporting requirements, compliance and additional payroll needs, the ACC requires a parttime *Finance Assistant* to support the operations of Town Square. ACC payroll is currently managed by me, which will be less possible in this new relationship with a larger complement of parttime staffing and reconciliations required to Town booking agents. The Finance Assistant will reconcile reporting on production and front of house requirements for chargeback to the client, reconcile equipment/tuning/material rental costs to be charged back to the clients, and facilitate payroll for a larger staff complement. This role would be implemented first as a parttime role, with a recommendation to increase to fulltime should volume require.



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Town of Aurora
Council Report
No. CMS23-034

Subject: Aurora Town Square Grand Opening

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-034 be received for information.

Executive Summary

- Aurora Town Square's Grand Opening will provide weeks of programming for people of all ages and backgrounds.

Background

Staff have worked with various groups and individuals to plan for Town Square's Grand Opening, which is anticipated to take place in Spring 2024.

Analysis

Aurora Town Square's Grand Opening will provide weeks of programming for people of all ages and backgrounds.

The Aurora Town Square Grand Opening will build excitement in the community by offering visitors the opportunity to learn about the building's design, functionality and programming opportunities.

Kicking off with a VIP evening of live entertainment provided by the Norman Dance Company, accompanied by a "taste of the downtown", attendees will enjoy delicious food prepared by some of Aurora's downtown restaurants. This will provide significant

cultural entertainment and support local businesses, an important mandate for Town Square.

Grand Opening festivities will also include a variety of both indoor and outdoor entertainment and events. All programs planned for the Grand Opening will provide a window into future experiences at Town Square, such as mini hands-on workshops offered by the Aurora Cultural Centre, Town staff, and others.

Local community organizations and Cultural Partners, such as Pinetree Potters' Guild and Marquee Theatrical Productions will provide a sneak peek of some of the exciting programming they will be providing at Town Square. Marquee will be putting on an exciting Pantomime show, which will be the first of many shows they plan to stage at Town Square. Community members will also have a chance to view and try out pottery making with the Pine Tree Potters' Guild and learn more about the important work they do in the community.

Local musical talent, both beloved and up-and-coming, will grace the Performance Hall stage with a series of live concerts. This contributes to Town Square's important objectives of supporting local talent, artists and businesses. Attendees will get a glimpse at the new Candlelight Concert Series with a duo of concerts offered by the Aurora Community Band. The York Chamber Ensemble will also perform a classical music concert, the first of many to take place at Town Square.

Celebrations will also include an indoor Farmers' Market, bringing the artisans and local vendors to the community during the "off season", demonstrating the programming potential of Town Square.

Indigenous artists and performers will be a significant piece of the Grand Opening, ensuring that programming is diverse, inclusive, and reflects all members of the Aurora community, a crucial goal for Town Square. A new mural painted by an Indigenous artist will be unveiled in the Museum's exhibition space. The mural reflects the Museum's commitment to broaden its understanding of the historical record by creating space for different forms of knowledge and storytelling. The objective of the mural is to help ensure that Indigenous histories, worldviews, and ways of knowing are included in spaces where the history and ongoing narrative of Aurora is being presented. Visitors will also have a chance to explore the new Museum collection storage area and learn about how this new climate-controlled space will ensure the long term vitality of Aurora's material culture.

Programming will include a multitude of additional experiences, such as film screenings and talks hosted by the Aurora Film Circuit, poetry and spoken word events presented by local youth, as well as literary and experiential programming by Aurora Public Library.

As a key partner in Town Square, the Aurora Cultural Centre (ACC) will provide exciting visual and performing arts experiences throughout the Grand Opening. For example, in preparation for the Grand Opening, Town staff are working with ACC and Oddside Arts (formerly Black Speculative Arts Movement) to create a series of interactive banners to be displayed throughout Town Square. The banners will feature an augmented reality component to engage viewers. To design the panels, a select group of local high school art students will collaborate with Oddside Arts and the ACC's Gallery Manager during a virtual workshop held in late Fall 2023. The project will be a valuable learning experience for participating students, growing the capacity of our local arts community.

Staff will continue to explore additional opportunities for the Grand Opening and work with as many community groups and individuals as possible to ensure broad participation throughout Aurora and York Region.

To ensure that the community can participate in as many Grand Opening activities as possible, and instill excitement for continued participation, all Grand Opening events and programs will be offered at low or no cost.

Advisory Committee Review

None.

Legal Considerations

None.

Financial Implications

The budget for the Town Square Grand Opening is estimated to be approximately \$100,000. It is recommended that this cost be fully funded from past ATS operating budget savings that have been collected within the tax rate stabilization reserve. This event's cost and its offsetting tax rate stabilization reserve funding source will be included in the Town's proposed 2024 operating budget for Council's review and approval.

Communications Considerations

The 2023-2024 Town Square Marketing and Communications Strategy is the foundation upon which all current and future marketing efforts will be built. It leverages Town Square branding that was implemented in 2021, ensures alignment across Town of Aurora and Town Square communications, and creates long-lasting recognition amongst all target audiences.

A Grand Opening Communication Strategy will be created as part of the Town Square Marketing and Communications Strategy. The Grand Opening Strategy will highlight this pivotal time in Aurora's history through a blend of traditional and digital mediums, ensuring widespread visibility and engagement across target audiences. The Grand Opening Strategy aims to not only set the tone for the opening of Town Square, but how the community will feel about it for years to come.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

Slated for Spring 2024, Aurora Town Square's Grand Opening celebrations will showcase local and regional talent, feature Town partners and Aurora-based cultural groups, provide visitors with a chance to explore the new spaces, try out various programs, and foster the love of arts, culture and heritage in an accessible and inclusive manner.

Attachments

Aurora Town Square – Grand Opening Presentation

Previous Reports

No previous reports.

Pre-submission Review

Agenda Management Team review on August 31, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

CMS23-034
Attachment 1

Aurora Town Square

Grand Opening



Aurora
Town
Square


AURORA

CMS23-034
Attachment 1

Grand Opening Spotlight Series

Creating connections through shared cultural experiences:

- Highlighting the expansive and specialized functionality of Town Square
- Fulsome and diverse community events
- Providing a platform to showcase local and regional talent
- Providing opportunities for local businesses and organizations

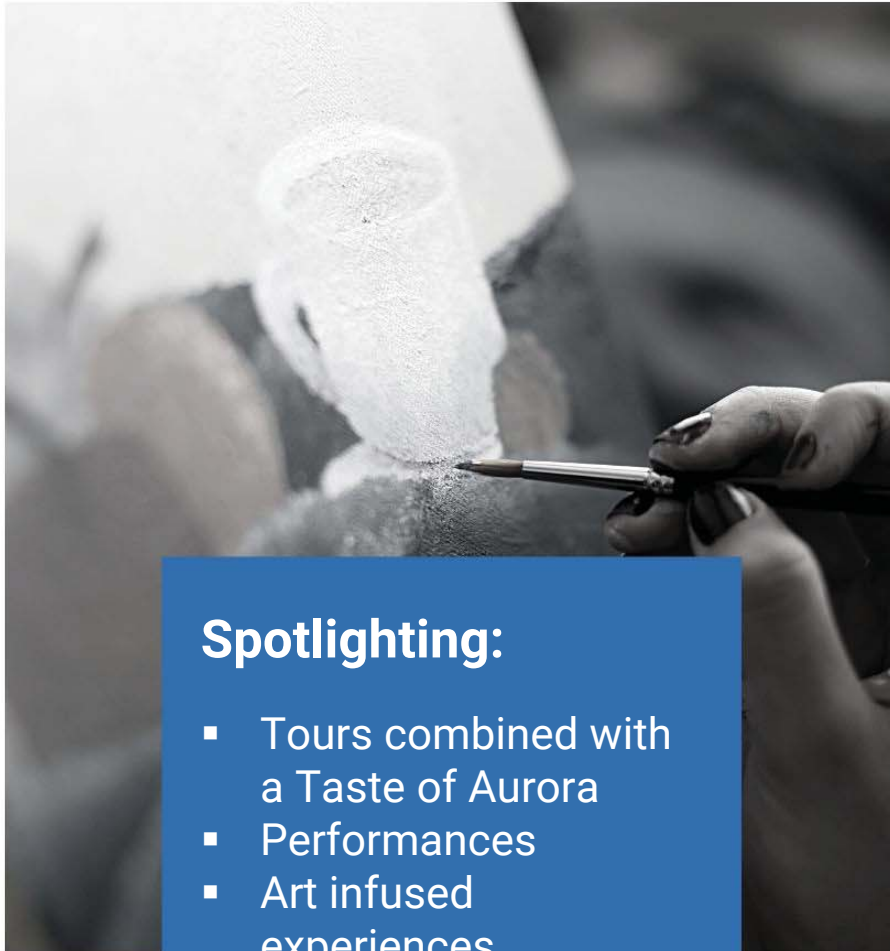


Spotlight Series

Town Square Grand Opening will take place over 4 weeks to boldly showcase:

- Local and Regional talent
- Demonstrate authentic, big GTA cultural experiences here
- Support Aurora as a destination to escape the city speed and be immersed in culture
- Experiences will be curated for all demographics, including multi-generational specific programming
- This Grand Opening Spotlight Series will provide the audience with a sampling of the exquisite cultural programming that is possible within this cultural hub, delivered by the Town, Residency Partners and Community Partners



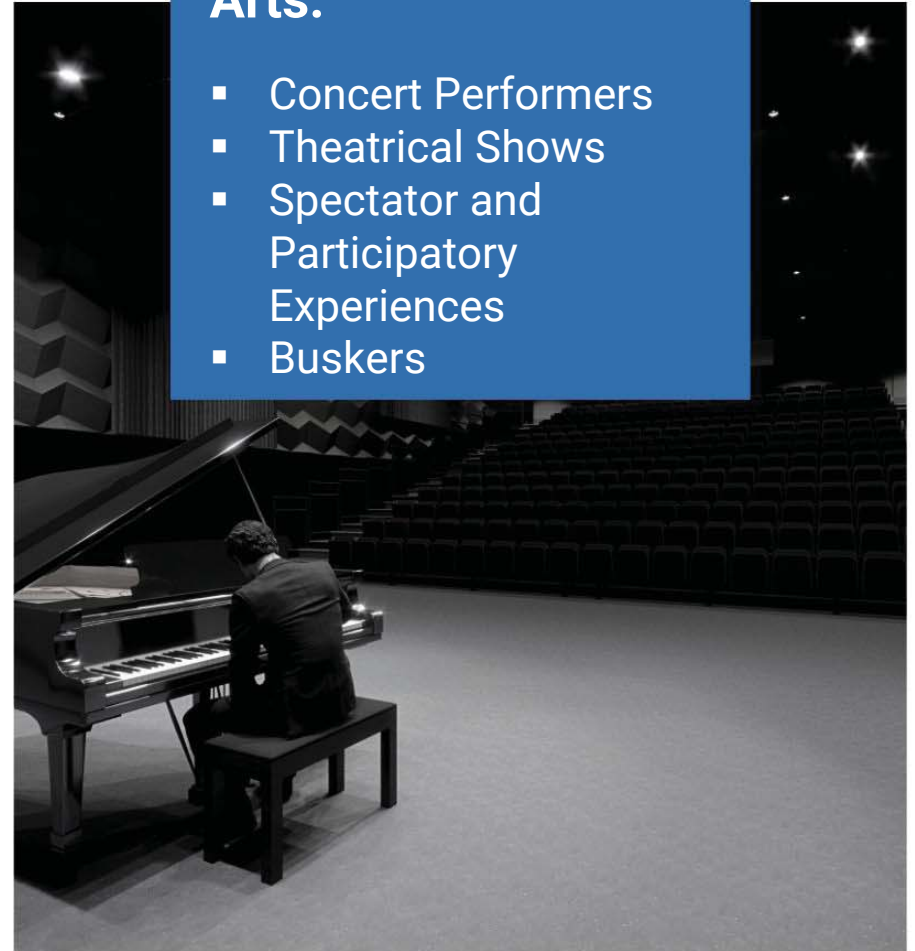


Spotlighting:

- Tours combined with a Taste of Aurora
- Performances
- Art infused experiences

Spotlighting the Arts:

- Concert Performers
- Theatrical Shows
- Spectator and Participatory Experiences
- Buskers



CMS23-034
Attachment 1



Join the celebration



Aurora
Town
Square


AURORA



100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora
Council Report
No. CMS23-039

Subject: Aurora Public Library – Memorandum of Understanding

Prepared by: Phil Rose, Manager of Cultural Services

Department: Community Services

Date: September 25, 2023

Recommendation

1. That Report No. CMS23-039 be received for information.

Executive Summary

This report provides a summary of a Memorandum of Understanding between Aurora Public Library and the Town of Aurora (the Town) that is intended to establish a partnership regarding meeting and program space located at 15145 Yonge Street.

- The Memorandum of Understanding covers a total of six spaces and establishes the responsibilities of both parties regarding their day-to-day oversight and usage.

Background

In a June 2021 General Committee report, staff committed to reporting back with a status update regarding a service level agreement with the Aurora Public Library (APL).

Since 2021, staff have worked with the Aurora Public Library CEO to develop a Memorandum of Understanding (MOU) that fosters a positive working relationship between APL and the Town and ensures the dynamic use of space for the community's benefit.

Analysis

The Memorandum of Understanding covers a total of six spaces and establishes the responsibilities of both parties regarding their day-to-day oversight and usage.

In particular, the MOU covers the following spaces (collectively, the “Spaces”):

- (a) Magna Room (MR);
- (b) Lebovic Room (LR);
- (c) Program Room One (PR1 West);
- (d) Program Room Two (PR2 East);
- (e) Town Square Boardroom (TSB); and
- (f) Reading Garden (RG).

The APL will be responsible for the management of the MOU, and for conducting regular reviews of its terms with Town staff to ensure that the needs of both parties are being met.

The MOU proposes the following space usage:

APL will have exclusive use of the Magna Room during these times:

- Monday, Tuesday, Wednesday, Thursday – 9:30 am to 9:00 pm
- Friday – 9:30 am to 6:00 pm
- Saturday – 9:30 am to 5:00 pm
- Sunday – 9:30 am to 5:00 pm
- Holidays – as needed for holiday programming

APL will also be granted use of the Town Square Board Room every Wednesday from 5 pm to 9 pm to conduct Library business and host Board meetings.

Setup of the spaces, including supporting equipment, shall be the responsibility of the Town’s Facilities Division, under the direction of the Manager of Facilities.

APL shall provide best effort to inform the Town of program names, and set-up requirements a minimum of four (4) weeks prior to the program. For any additional room usage, APL shall inform the Town of all requests and other required information in accordance with the Aurora Town Square Space Usage and Permitting Policy, which grants APL priority access to:

- Lebovic Room;

- Program Room One;
- Program Room Two;
- Town Square Boardroom; and
- Reading Garden.

The Town shall respond to a room booking request from APL within three (3) regular workdays. In the event of a last-minute booking, the Town would make every effort to accommodate APL if the room requested is not already reserved.

The Town shall provide best efforts to inform APL with a minimum four (4) weeks' notice if it requires use of any of the Spaces identified in the MOU for large events such as conferences and corporate events.

Once executed, the MOU would be in effect for a three year period.

Advisory Committee Review

Not applicable.

Legal Considerations

The MOU has been reviewed, revised and approved by Legal Services. The Director of Community Services has delegated authority to sign the MOU on behalf of the Town.

Financial Implications

There are no direct financial implications as a result of this report.

Communications Considerations

There are no communication considerations as a result of this report.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Aurora Town Square supports the following Strategic Plan goals and key objectives:

Supporting an exceptional quality of life for all in its accomplishment in satisfying

requirements in the following key objectives within these goal statements:

- Invest in sustainable infrastructure
- Celebrating and promoting our culture
- Encourage an active and healthy lifestyle
- Strengthening the fabric of our community

Enabling a diverse, creative, and resilient economy in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

This report summarizes a MOU between Aurora Public Library and the Town regarding how several programming spaces will be managed and used to deliver high-quality and in-demand programs and services to the community.

Attachments

None

Previous Reports

CMS21-022, Library Square Governance Update, June 15, 2021

Pre-submission Review

Agenda Management Team review on August 31, 2023

Approvals

Approved by Robin McDougall, Director, Community Services

September 25, 2023

5 of 5

Report No. CMS23-039

Approved by Doug Nadorozny, Chief Administrative Officer

The Corporation of The Town of Aurora

By-law Number XXXX-23

**Being a By-law to confirm actions by Council
resulting from a Special Meeting of Council
on September 25, 2023.**

The Council of the Corporation of The Town of Aurora hereby enacts as follows:

1. That the actions by Council at its Special Meeting of Council held on September 25, 2023, in respect of each motion, resolution and other action passed and taken by the Council at the said meeting is hereby adopted, ratified and confirmed.
2. That the Mayor and the proper officers of the Town are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the corporate seal to all such documents.

Enacted by Town of Aurora Council this 25th day of September, 2023.

Tom Mrakas, Mayor

Michael de Rond, Town Clerk