

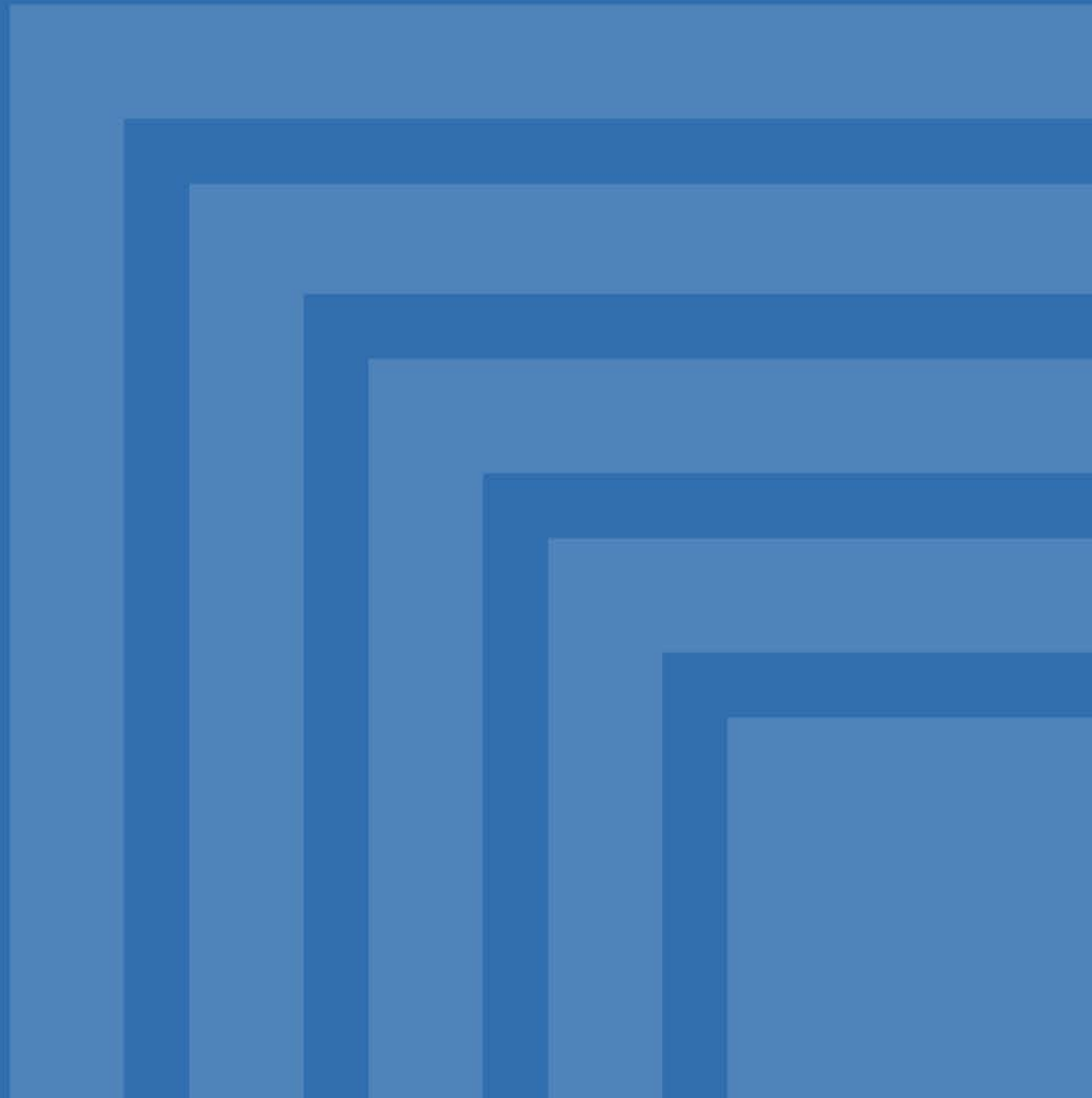
Aurora
Town
Square

Attachment 1



Business Plan

2024-2026



Aurora Town Square Business Plan, 2024-2026

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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

Excellence is delivered through	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

Respect 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>
<p>Town of Aurora, Aurora Museum & Archives</p>	<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>
<p>Town of Aurora, Recreation Services</p>	<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.

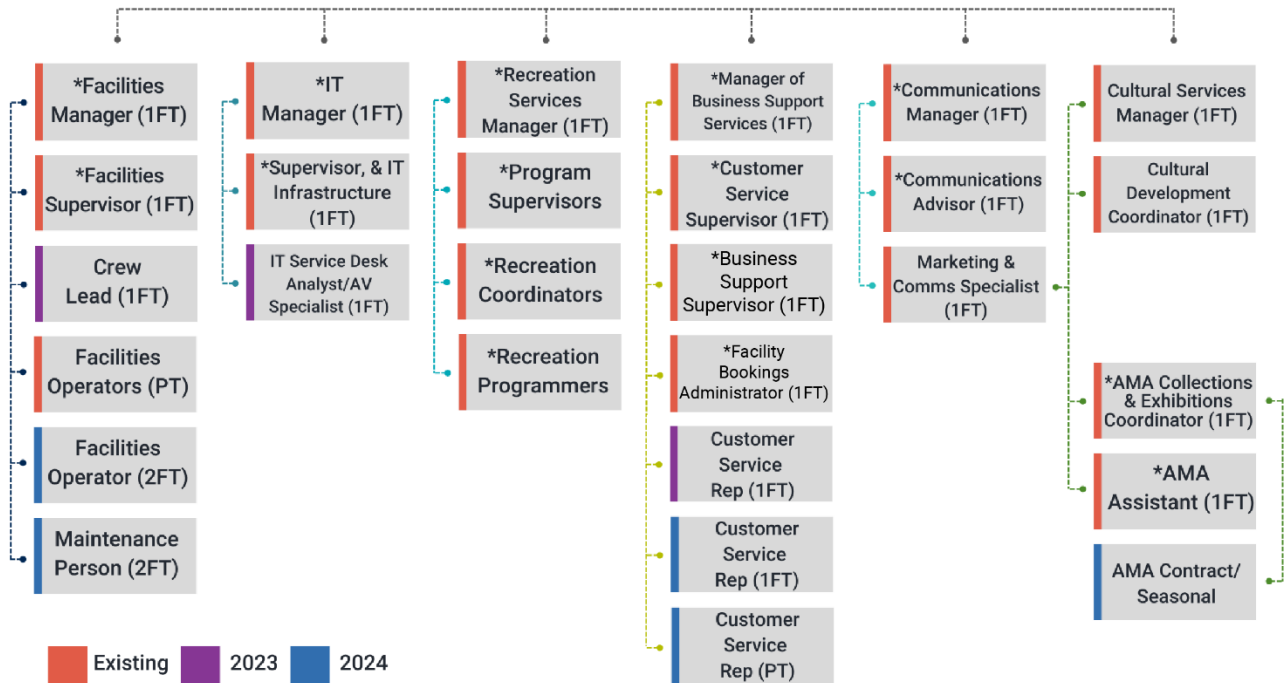
3. Organizational Structure and Overview of Roles and Responsibilities

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	
Rentals	\$235,400
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

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

*2018 numbers as presented in the Library Square Business Plan

Attachment 3
2025 MSB-Hybrid Budget Comparison

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

Attachment 3
2026 MSB-Hybrid Budget Comparison

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

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



Aurora
**Town
Square**

