



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

Town of Aurora

General Committee Report

No. CMS22-010

Subject: Aurora Town Square Governance – Town Staffing – Update 1

Prepared by: Robin McDougall, Director of Community Services

Department: Community Services

Date: March 1, 2022

Recommendation

1. That Report No. CMS22-010 be received; and
2. That the conversion of the Manager of Aurora Town Square contract position to a permanent position to be funded from the Aurora Town Square operating budget be approved; and
3. That the conversion of the Marketing Creative Specialist contract position to a permanent position to be funded from the Aurora Town Square operating budget be approved.

Executive Summary

As the Aurora Town Square governance model continues to evolve, a couple of positions have been confirmed as priorities and subsequently require confirmation from Council to formalize their future with the Aurora Town Square project and Cultural Services in general.

- Manager of Aurora Town Square contract position has proven to be a role that will be required on a permanent basis
- Marketing Creative Specialist contract position has proven to be a role that will be required on a permanent basis

Background

In 2019, the Operating Plan proposed various staffing considerations and two of those positions were brought on early as contract positions during the construction phase to support the evolution of the project. The remaining staffing needs have been evaluated and considered throughout the discussions with Town staff, Aurora Cultural Centre, and the Aurora Public Library. The goal of the discussions continues to support the Not-for-profit/Municipal Hybrid governance model Council approved in 2020.

One of the contracted positions is the Manager of Aurora Town Square and the other is the Marketing Creative Specialist. Both positions have been instrumental in supporting the Aurora Town Square project to date and it is expected that they will be needed on a permanent basis once the facility is open. This report is seeking Council approval to convert these two contracted positions to permanent status utilizing the operating funds from Aurora Town Square (same source to where they are funded now).

To manage the pace of decision making needed to be ready for the opening year, staff are bringing to Council confirmation of staffing needs as soon as they can be confirmed. It is important to note that onboarding of any positions will be confirmed and staggered based on demand (i.e., some may need to come on by the end of 2022 in preparation of opening, the others could be deferred until 2023 once the facility is open) and to minimize overlap with existing contracts.

Analysis

Manager of Aurora Town Square contract position has proven to be a role that will be required on a permanent basis

The contract position titled Manager of Library Square, now known as the Manager of Aurora Town Square, has been critical in ensuring the facility hits the ground running and is well prepared for success upon opening. This role has been responsible for engaging the community, partners, and artists along with confirming the staffing needs in preparation for opening the facility. This position has been responsible for:

- Governance model review consisting of the analysis and feasibility of a Direct Delivery versus Not-for-Profit/Municipal Hybrid model. The Hybrid model was confirmed as the preferred model in 2020
- Review and coordinate Service Level and Lease agreements between the Town and its partners

- Facilitate a Collaborative Programming Working Group to establish program delivery strategies
- Facilitate a Space Allocation Working Group to provide recommendations regarding rental and booking responsibilities and subsequently prepare a Space Use and Room Permitting Policy
- Facilitate an Information Technology Working Group to provide recommendations regarding the delivery of IT services
- Research and generate a recommended fees and charges schedule
- Ongoing update and adjustment to the Operating Plan based on the Hybrid model integrating decisions as the governance review progresses
- Propose staffing needs based on the review with the partners of how a service is best delivered (by the Town vs the partner)
- Manage a marketing and communications plan to promote and share updates on the construction project
- Support the Capital Fundraising Campaign led by a consultant
- Other duties have included:
 - Cultural Master Plan review and update
 - Public Art Master Plan and Policy development
 - Wall Mural project creation and delivery

This position will transition from project start up to the day-to-day management of Aurora Town Square and will evolve to oversee a Cultural Services Division. To make the best use of resources and to meet deliverables, we will be restructuring the staffing model for the Aurora Museum and Archives integrating them into a cultural services division. The division will oversee the management and operation of the Aurora Town Square, Aurora Museum and Archives and support for Aurora's cultural community through partnerships, cultural experiences, and creation of new programs. Some of the anticipated responsibilities for this position, which will be retitled to Manager of Cultural Services, will include:

- Provide management, leadership, and promotion of activities to support arts and culture services in Aurora, including Aurora Town Square and Aurora Museum & Archives.
- Plan, execute and promote community arts, cultural programs and events at Aurora Town Square.
- Develop new programming to maximize the use of Aurora Town Square for community groups and the public to meet needs and maximize potential usage of the facility.

- Lead the Cultural Services Division by managing general operations, including financial management, strategic planning, general administration, revenue generation, and community partnerships.
- Develop and maintain Business Plans for Aurora Town Square and Aurora Museum & Archives.
- Oversee the implementation of the Cultural Action Plan and Public Art Master Plan.
- Lead and oversee collaboration with community groups to prompt ideas and suggestions for continuous improvement to Cultural Services.
- Develop, review, and revise divisional policies and procedures, service levels and standards/performance measures, administrative processes and statistical information.
- Act as a liaison and/or resource to municipal departments and community organizations to promote Cultural Services, foster partnerships and maximize usage of cultural facilities and spaces.
- Liaise with cultural partners and economic development stakeholders to promote cultural tourism.

Marketing Creative Specialist contract position has proven to be a role that will be required on a permanent basis

The Marketing Creative Specialist was brought on to support the commitment to relationship building and community engagement. The role has been responsible for innovative and creative advertising and marketing techniques. They have developed the Town Square webpage and numerous marketing posts through social media channels. Some of these marketing efforts have also included video creation using images from the timelapse camera. They have been responsible for brand development for Town Square including a name change and logo creation. These tasks were achieved with a clear understanding of the marketing and advertising needs of community and cultural spaces. In addition, the Specialist created promotional materials supporting the new Town Square facility from pre-construction and during construction.

With the importance of the Aurora Town Square's success, including revenue expectations, cultural tourism opportunities, growth, and evolution of promoting various uses, this position will be critical in creating marketing materials and opportunities to promote the facility and its potential to the public and prospective interests. Therefore, once the facility opens to the public, the Marketing position will continue to be needed to support all marketing efforts. Some of those marketing responsibilities will include:

- Grand Opening Celebration

- Oversee the brand development as the facility activity continues to grow
- Manage the Aurora Town Square website and social media channels
- Liaise with stakeholders to provide complementary marketing of their programs and services
- Have a clear understanding of the marketing and advertising needs of community and cultural spaces
- Create marketing campaigns that support cultural tourism
- Deliver comprehensive strategies to increase awareness and participation in cultural activities and programs delivered at Aurora Town Square and Aurora Museum & Archives

Advisory Committee Review

Not Applicable

Legal Considerations

When an employee on contract works for over a two-year period, the Town is required to offer OMERS to the employee. It would be up to the employee as to whether they would like to join the plan.

When an employee on contract is employed for five years and is terminated without cause, the Town may be obligated to pay the same amount of termination pay as if the employee was a full-time employee, even if there are terms in the employment contract providing for only two weeks' notice.

Financial Implications

The existing Manager of Aurora Town Square and Marketing Creative Specialist contract positions have historically been funded from the already established baseline operating budget for the Aurora Town Square.

Should Council approve the conversion of both contract positions to full time, their resultant salary and benefit requirements are to be funded from the same funding source as their contracts have been. Furthermore, the Town's total approved FTEs will be increased from 251 to 253.

Communications Considerations

Corporate Communications will support the key developments of the ATS project by creating any needed media products or providing support in reviewing marketing materials.

Climate Change Considerations

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

Link to Strategic Plan

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

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

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

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

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

Alternative(s) to the Recommendation

1. Council to provide further direction.

Conclusions

With Council's approval to convert these positions from contract to permanent, the positions would be posted for recruitment of permanent positions at the appropriate time. The timing of the job postings would take place to ensure there is a smooth transition, knowledge transfer and minimal overlap. These positions are currently and would continue to be funded through the Aurora Town Square operating budget.

Other staffing positions will be presented to Council for approval in future reports.

Attachments

None

Previous Reports

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

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

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

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

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

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

Pre-submission Review

Agenda Management Team review on February 10, 2022

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer