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Town of Aurora

# General Committee Report

No. CMS22-029

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**Subject:** Aurora Town Square Governance – Town Staffing – Update 2

**Prepared by:** Robin McDougall, Director of Community Services

**Department:** Community Services

**Date:** June 21, 2022

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## Recommendation

1. That Report No. CMS22-029 be received; and
2. That a Full Time Facility Crew Lead position commence at the start of 2023 be approved and be funded from the Aurora Town Square operating budget; and
3. That a Full Time Customer Service Representative position commence at the start of 2023 be approved and be funded from the Aurora Town Square and other operating budgets as outlined in this report; and
4. That allocation of Aurora Town Square operating funding be approved to support the Technical Specialist role on an interim basis until the governance matters are finalized.

## Executive Summary

As the Aurora Town Square (ATS) construction project prepares for opening in 2023, operationalizing the centre is critical to opening the doors. Like any facility certain staffing roles are required to facilitate the provision of services. This report provides information about necessary staffing positions that need to be brought on in preparation for opening.

- Facilities Management Services requires additional staffing support to maintain the new facility including a new Crew Lead position
- Customer Service Representatives are important to provide the services directly with the patrons of ATS

- Technical Specialist staff will be critical to providing specialized stage, sound, lighting, and video requirements for all bookings in the centre

## **Background**

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 these positions will be confirmed and staggered based on demand.

In 2019, the Operating Plan proposed various staffing considerations. Two of these were discussed and approved as permanent positions in report CMS22-010 (Manager of Aurora Town Square and Marketing Creative Specialist), and these will be posted and brought onboard at an appropriate time. A few of the other positions include additional facility maintenance staff, customer service representatives and technical specialists. Staff are analyzing the entire staffing structure for ATS but are focusing on maintenance and customer service positions for this report.

## **Analysis**

**Facilities Management Services requires additional staffing support to maintain the new facility including a new Crew Lead position**

In addition to supporting existing facilities such as the Library, Victoria Hall and 22 Church St. (62,900 sq ft), other facilities have also been added to the Town's complement which include the Armoury and the Yonge Street Properties (36,000 sq ft) in recent years. In anticipation of the approved Town Square project, we have made do with existing part-time staff to support the services, but it was anticipated that when the Town Square project comes onboard, it provided an opportunity to re-examine our facility maintenance needs. The ATS project adds the new Library Addition, 22 Church St. addition, Outdoor Square and Bridge (72,000 sq ft of space).

The operational hours proposed for ATS are similar to the recreation centres which involve 7 days a week coverage. To cover the full operational hours of the ATS, full and part time maintenance and facility operators will be needed. These positions would be funded through the existing ATS operating budget and brought on closer to the opening date of the facility in 2023. These additional positions will be presented during budget deliberations for formal approval.

In the meantime, like our other major facilities (i.e., SARC, AFLC and ACC), a new Crew Lead position is needed to support the day-to-day operations and the coordination of maintenance responsibilities for all the facilities listed in the first paragraph. It is important that this position is brought on early in preparation for opening. The goal would be to post the position in the Fall of 2022 with a commencement date of January 1, 2023. The responsibility for this position during preparation will include:

- Assist with identifying deficiencies and facilitate corrections/improvements with general contractor
- Assist with commissioning of the ice rink, splash pad, generator, building systems etc.
- Preparation for occupancy, coordinate required contractors (i.e., cleaners, HVAC, etc.), and prepare standard operating procedures for ATS
- Procurement of supplies and equipment required for daily operations
- Scheduling of existing staff at the Library and become the main onsite point of contact
- Assist with coordinating and facilitating move-in requirements for the return of the Museum and Aurora Cultural Centre
- Assist with staff training as onboarding occurs

This position will report to one of the existing Facility Supervisors and be funded through the ATS operating budget.

**Customer Service Representatives are important to provide the services directly with the patrons of ATS**

The ATS will have a customer service counter like our other recreation centres and Town Hall. The Customer Service Representatives will provide similar services at all locations (ATS, AFLC, SARC), such as day-to-day support for general public inquiries, program registrations, facility rental information, box office ticket sales and all data entry for programs and events that take place at ATS. This includes promotion and sales of third party bookings such as Aurora Cultural Centre performances.

New full and part-time customer service staff will be required to cover all operational hours. These positions will be funded through the existing ATS operating budget and most of them will be brought on near the opening date of the facility in 2023. Most of the positions will be presented during budget deliberations for approval.

In the meantime, to be prepared for when the doors open, one full-time Customer Service Representative is needed prior to opening. The goal would be to post the position in the Fall of 2022 with a commencement date of January 1, 2023. The responsibility for this position during preparation will include:

- Assist with new box office software set up
- Training and proficiency in the box office software and ActiveNet software, to be prepared to train other staff
- Help set up the box office software at other Town facilities so tickets can be sold from multiple venues
- Support donation, ticket sales process, reconciliation requirements, etc.
- Liaise with the Aurora Cultural Centre staff and gain familiarity with ACC programming
- During the first few months, the balance of the Customer Service Representative's time will be used to support other recreation facility part-time hour coverage and provides an opportunity to familiarize themselves with other Town programs

Until ATS occupancy, approximately 40 per cent of this position will be funded through ATS operating from January to April, with the remainder drawn from existing PT salaries to support other registration needs and provide training. They will temporarily work from various Town facilities and report to the Supervisor of Customer Service. Upon ATS opening, 100 per cent of this position will be funded from ATS operating and the position will work from ATS.

**Technical Specialist staff will be critical to providing specialized stage sound, lighting, and video requirements for all bookings in the centre**

The ATS project consists of a significant investment in specialized equipment to support the functionality of the performance hall and other program rooms. There is specialized stage, sound, lighting, and video equipment that is being procured for the project. This equipment requires skilled and knowledgeable personnel to operate during every booking. Technical Specialist staff will be required to set-up, attend, and operate every booking in the performance hall.

Although the expectation is that the Technical Specialist will evolve into a fulltime role as ATS programs and performances grow, it is vital to have flexibility when recruiting and scheduling for this position. This flexibility will allow the Town to allocate fulltime salary dollars to this role but provide staff with the ability to utilize the Specialist in the most efficient manner possible leading up to ATS opening. For example, this role may commence as a contract position to assist with preparations for ATS opening, but then evolve into a part time or full time permanent position as the needs of the facility become known and outstanding governance issues are resolved.

The goal would be to post for the position in the Fall of 2022 with a commencement date in the first quarter of 2023. Their role prior to opening will be:

- Assist with commissioning of the equipment
- Assist with setup of Technical Booth to ensure it meets functionality
- Assist with identifying deficiencies and facilitate corrections/improvements
- Prepare procedures/instructions/maintenance documents for equipment
- Assist with staff training as onboarding occurs

At this time, discussions are taking place as to whether the technical personnel are to be employed by the Town or ACC. This position will report to the Manager on an interim basis until the formal positions are approved through the Governance Review process and will be funded through the ATS operating budget.

### Advisory Committee Review

Not Applicable

### Legal Considerations

None.

### Financial Implications

Table 1 presents a summary of the operating costs and recommended funding sources for these newly proposed positions. These costs are to be funded from existing approved Aurora Town Square operating funding.

**Table 1**

Position	Term	Start	Salary/Wage (inc. benefits)
Facility Crew Lead	FT Union	Jan 1, 2023	\$88,900
Customer Service Representative	FT	Jan 1, 2023	\$87,900 (Jan-Apr = \$17,580 from ATS, \$11,720 from current PT dollars)  (May-Dec = \$58,600 from ATS operating)

Technical Specialist	Interim solution	Jan 1, 2023	\$80,000
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Any resultant incremental funding needs will be included in an upcoming operating budget for Council's consideration when appropriate.

## Communications Considerations

Not applicable.

## Climate Change Considerations

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

## Link to Strategic Plan

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

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

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

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

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

## Alternative(s) to the Recommendation

1. Council may provide further direction.

## **Conclusions**

With Council's approval, the positions would be posted for recruitment at the appropriate time. These positions would be funded primarily through the Aurora Town Square operating budget.

Other staffing positions will be presented to Council for approval in future reports or during budget deliberations.

## **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

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

## **Pre-submission Review**

Agenda Management Team review on June 2, 2022

## **Approvals**

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer