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Town of Aurora
General Committee Report
No. CMS22-009

Subject: Aurora Town Square Status Update – Agreements and IT Services

Prepared by: Phillip Rose, Manager of Aurora Town Square

Department: Community Services

Date: March 1, 2022

Recommendation

1. That Report No. CMS22-009 be received for information.

Executive Summary

This report provides an update on the Aurora Town Square (ATS) project as it relates to agreements with project partners and IT plan implementation.

- For 2022, the Aurora Public Library (APL), Aurora Cultural Centre (ACC), and the Town's Recreation Services Division will be granted priority access to Magna Room, Lebovic Room, and the new programming rooms connected to the second floor of APL.
- The Town and the ACC have worked together to develop a revised draft of the Provision of Cultural Services Agreement (PCSA) that will be presented to Council at a future date.
- Town staff have started the process of integrating the IT network across ATS.

Background

In June 2020, Council approved the Not-for-Profit/Municipal Hybrid Model as the governance model for the future operation of ATS (formerly Library Square). Since then, staff have undertaken various initiatives to apply this model and have provided Council with implementation status updates on November 3, 2020, June 15, 2021, and September 21, 2021.

Below is a summary of Council resolutions passed from the time the Hybrid Governance Model was approved in June 2020 until the present:

Date	Resolution	Status
June 16, 2020	That the Not-for-Profit/Municipal Hybrid Model be approved as the governance model for the future operation of Library Square.	Implementation is ongoing.
	That staff work with stakeholders to develop a fees and charges schedule for Library Square and report back to Council at a later date.	Complete, see Sept 2021 report
	That the Director of Community Services form a Space Allocation Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding rental and booking responsibilities for Library Square, including all spaces at 22 Church St. School, the New Addition, Outdoor Square, Bridge and Aurora Public Library.	Ongoing. Additional approvals related to space allocation were passed in June 2021. See below.
	That the Director of Community Services form a Collaborative Programming Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding program delivery strategies and create a programming and performance schedule for Year 1 and Year 2 of Library Square operations.	Ongoing. Subsequent updates were brought to Council regarding the work being undertaken to develop the Year 1 and Year 2 program schedule.
	That the Director of Community Services form an Information Technology Working Group comprised of Town staff and key stakeholders that will provide recommendations regarding the delivery of IT Services for Library Square, including all spaces at 22 Church Street School,	Ongoing. Additional approvals related to IT governance were passed in June 2021 and a

Date	Resolution	Status
	the New Addition, Outdoor Square, Bridge and Aurora Public Library.	status update is provided in the Analysis section of this report.
November 3, 2020	That Report No. CMS20-026 be received for information.	N/A
June 15, 2021	That staff implement a unified Internet Technology network across the entire Library Square complex, including the Aurora Public Library.	Ongoing. See status update regarding implementation in the Analysis section of this report.
	That staff assume responsibility for all aspects of the computer network for Library Square, including the wide area network, local area network, Wi-Fi, networking, and meeting room hardware/software across the entire Library Square complex, including the Aurora Public Library.	
	That staff report back in September with an IT implementation status update, including service level agreements for the Aurora Public Library and Aurora Cultural Centre.	
	That staff assume responsibility for all facility bookings across the entire Library Square complex, including the meeting spaces adjoining the Aurora Public Library, but not the remainder of the Library.	Ongoing. Staff have inputted details for each new space into the booking software and are in the process of entering 2022/23 programming information.

Date	Resolution	Status
September 21, 2021	That the Fees and Charges By-law be updated to accommodate all Aurora Town Square services, activities, and use of property as necessary.	Complete. The By-law has been updated to include a range of fees to be applied to ATS space usage.

Analysis

For 2022, the Aurora Public Library (APL), Aurora Cultural Centre (ACC), and the Town's Recreation Services Division will be granted priority access to Magna Room, Lebovic Room, and the new programming rooms connected to the second floor of APL.

Between the Town's Recreation Services Division, APL, and ACC, there is currently more demand for programming space than rooms available. Therefore, until ATS construction is complete, and more space becomes accessible, priority access will be granted to the Town and its project stakeholders as detailed in the following table:

Organization	2022 Room Allocation
Aurora Public Library	Magna Room and Lebovic Room
Aurora Cultural Centre	New Program Room 1 (2 nd floor expansion space connected to APL)
Recreation Services Division	New Program Room 2 (2 nd floor expansion space connected to APL)

Each organization has been granted priority access to these rooms with the understanding that, at times, they may also be provided to other user groups when not in use. The Reading Garden and Conference Room on the second floor will also be shared with the public and permitted based on demand. This approach allows the Town to meet community need for meeting and programming space while also helping the Town and project stakeholders offer in-demand programs and services to the public.

Beyond 2022, and once ATS is operational, space allocation for Magna Room, Lebovic Room, and the second-floor expansion spaces connected to the APL will be informed by the ATS Space Usage and Room Permitting Policy, Provision of Cultural Services Agreement (currently being revised) and Lease Agreement (currently being revised)

between the Town and ACC, and a Memorandum of Understanding between the Town and the APL (under development).

The Town and the ACC have worked together to develop a revised draft of the Provision of Cultural Services Agreement (PCSA) that will be presented to Council at a future date.

The adoption of the Hybrid Governance Model has been a catalyst for updating the PCSA between the Town and the ACC. Town staff have met with ACC staff and Board members numerous times in recent months to revise the PCSA to reflect the ATS governance model and the evolving nature of the partnership between the Town and the ACC. The following is a summary of the key principles upon which the draft PCSA has been developed, including areas of responsibility still under consideration:

- The ACC has become an integral part of Aurora's cultural life since 2010 and possess the expertise, experience, and professionalism to continue to deliver Cultural Services that align with the Town's cultural objectives.
- The PCSA will be updated to reflect the growth of ACC programming and to recognize that the ACC offers cultural services on behalf of the Town across the entire municipality and not only out of 22 Church Street.
- Upon the completion of ATS, the Town and ACC will have access to new custom-built spaces that will allow for the continuation and/or expansion of programming, thereby increasing access to services that enhance quality of life and community wellbeing.
- Given that ATS is the largest capital infrastructure project in the municipality's history, the Town will assume certain responsibilities that have historically been provided by the ACC, such as space allocation and room permitting, box office management, customer service, program registration, and event concession and bar services.
- The portfolio of services provided by the ACC will expand once ATS is operational to include Front of House Services and Production Technical Coordination.
- Both organizations will continue to provide their own Marketing and Communication and maintain their existing Volunteer Programs.
- During the initial years of operating under the Hybrid Governance Model, regular monitoring of the PCSA will occur to ensure the needs of both parties are being met for the benefit of the community.
- The PCSA will include a new provision that allows the Town to appoint a non-voting senior Town staff person, or designate, to the Board. This is in addition to the appointment of two Council representatives already specified in the PCSA.

Upon final completion of the PCSA, the agreement will be presented to Council for approval. Staff are also working with the ACC to revise the Lease Agreement between the Town and ACC based on the same principles that have guided the negotiations for the new PCSA.

In addition to working on these two agreements, staff have developed a draft organizational chart and recruitment strategy that aligns with the responsibilities assigned to the ACC and the Town in the PCSA. Separate reports will be brought to Council as details are confirmed.

Town staff have started the process of integrating the IT network across ATS.

Staff have undertaken the initial Discovery phase of the IT implementation plan and divided the remaining work into the following phases and tasks:

Phase	Task	Status
Discovery	Meet with APL Staff	Completed January 2022.
	Site Visit	
	Requirements Definition	
	Develop Project Plan	
Comms Closet – Basement/ 2 nd Floor	Install Rack - Basement	Commenced January 2022 with an anticipated completion date of June 2022.
	YTN Fiber – Prepare for Use	
	Procure WAN Switch	
	Pre-Configure Switches at Eclipse	
	Install WAN Switch and Patch Panel	
	Install Fiber to Second Floor Comms Closet	
	Install Rack – 2 nd Floor	
	Procure Edge Switch	
	Install Edge Switch and Patch Panel	
	Configure and Test	
Wi-Fi Upgrade	Procurement of Aruba Controller	

Phase	Task	Status
	Procurement of Aruba Access...	Commenced in February 2022 with an anticipated completion date of June 2022.
	Wi-Fi Requirement Evaluation (Heat Map)	
	Install Network Cable Runs	
	Install Access Points	
	Testing Phase	
	Go Live	
Meeting Rooms	Determine Requirements for Program and Meeting Rooms	Commenced in February 2022 with an anticipated completion date of June 2022.
	Procure A/V Hardware	
	Install and Configure Each Room	
	Testing Phase	
	Go Live	

The implementation of the communications closets and the racks and switches will provide the necessary infrastructure for the future phases to assume and manage the wired ethernet network. Staff are also presenting a harmonized meeting room technology platform that will be similar or identical to meeting room technology that will be implemented at the 22 Church Street Schoolhouse and other Town buildings.

The remainder of the IT implementation plan is under review and more details will follow in future reports.

Advisory Committee Review

Not applicable.

Legal Considerations

Legal Services has been involved and will continue to be involved in preparing a new PCSA and Lease Agreement.

The Town will review the impact of IT security and risk management related to IT integration and include additional information in a subsequent ATS IT report.

Financial Implications

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

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 may provide further direction.

Conclusions

This report provides a status update on various aspects related to ATS governance. Staff will continue to provide Council with regular progress updates regarding the ongoing implementation of the Hybrid Governance Model.

Attachments

None

Previous Reports

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 the week of February 14, 2022

Approvals

Approved by Robin McDougall, Director, Community Services Department

Approved by Doug Nadorozny, Chief Administrative Officer