



Managerial Commentary – Q1 2019

Introduction

The start of the calendar year is always busy as we move into the second half of our events programming season and this year, also focused energy on the 2019 Town budget presentation and supporting the Town Library Square project. It is also a time of grant writing for the year and renewal in the galleries with annual favourites from the Society of York Region Artists' first juried exhibition, and the Mayor's Celebration of Youth Arts with our new Mayor. Educational programs continued to grow and be successful with 9 classes fully subscribed with waitlists.

The Aurora Cultural Centre received the news in March that our accreditation with Imagine Canada was renewed at level 2, a tremendous growth for the organization to be compared to organizations that have up to 50 FTE workforce and \$10 million in budget. The accreditation continues to have value to the organization as donors, sponsors, and the municipality look for accountability and transparency practices in their partners.

Staff began having programming conversations across the country for a new initiative, Kaleidoscope in the Schools which had attracted a new donor in 2018. We found the new model of supporting the child's journey to arts engagement intrigued those we spoke to about the program as the pedagogy resonated with educators, administrators, funders, and artists. With the approval of funding from the Town for Kaleidoscope in the Schools on March 26, 2019, we took the conversation to the schools in order to book the Aurora artist residencies with artists. This program has so many benefits for the community and the organization, and directly achieves primary goals of the strategic plan; to diversify our audience, to more deeply create awareness of our programming, to build relationships that yield even bigger cultural and artistic results, and provide programming beyond our four walls.

THANK YOU TO OUR SUPPORTERS



A SNAPSHOT OF AURORA CULTURAL CENTRE Q1 OPERATIONS January – March 2019

PERFORMING ARTS EVENT SERIES

Date	Artist/Event	Series	Genre
January 18	Charles Richard-Hamelin	Great Artist Music Series	Classical Music
January 25	John Sheard: Ella & Louis Cheek-to-Cheek	Brevik Hall Presents	Jazz Music
February 14	Kobo Town	Brevik Hall Presents	World Music
March 14	Peter & The Wolf	Kaleidoscope Family Series	Classical Music and Storytelling
March 22	John Sheard: The Best of the West	Brevik Hall Presents	Country Music

SPECIAL EVENTS

Family Day, February 18, 2019

We hosted 3 stations: still-life drawing with various charcoal materials, watercolour/oil pastel paintings and collage button-making with the button machine for over 80 attendees. At least 50% of attendants (adults & children) had English as second language or did not have English speaking skills.

We feel that creating artwork breaks down the barrier of the spoken language as they were all able to participate, learn by doing/watching and left with smiles and laughter. It was a truly family-oriented event with a number of special moments.

“I witnessed a father using the still-life drawing station to create his own imagery, his young daughter then followed behind him, trying to copy his drawing in her own way.”

“I worked with a 4 year old who did not speak any English (so I thought), her and her sister went through each station, however the painting station was a challenge for her. Her paintings were never quite what she wanted...I stayed patient and tried to be helpful in creating a painting she was proud of. Both her and her sister were the last ones to leave at the end of the event. As I was cleaning up, I felt the little four-year tug at the sweater, she gave me a light hug and whispered "thank you". She pranced out of the Red Gallery with a huge grin on her face.”

March Break Crafternoon 2019, March 13, 2019

We had 2 stations: monoprint creations with watercolours and stamps & collage button-making with the button machine for approximately 80 attendees. The monoprint station was a true hands-on station for both the participant and the helper and many expressive prints came out of the process. This event tends to see many young artists coming to join older siblings in the creation process (3 or younger) and it is an excellent opportunity for this young hands to get "artsy" as our programs start at age 4, whereas the public programs include everyone

“One family of note was a returning family of at least 7 (two moms, dad and several children). It was evident that the eldest child is on the Autism spectrum. Although high-functioning, she was unable to follow the instructions of the stations and used the supplies to create her own masterpieces. As I interacted with her, her Mom proudly showed off images on her phone from the past March Break Crafternoons they participated in. Even if they were not creating the crafts laid out in the stations, they were all so proud and excited to be back to use the supplies creating new things from their own imaginations.”

GALLERY PROGRAMS

EXHIBITIONS

From Memory

A juried exhibition to examine & celebrate memories that construct our stories, exclusively featuring the Society of York Region Artists.

SHOW DATES: January 5 – 26, 2019

WHERE: Red, Blue, Apple Suites and Great Hall Galleries

OPENING RECEPTION & AWARD CEREMONY: Saturday January 12, 2019 from 1 - 4pm

QUICK FACTS: 38 Artists, 61 pieces of work; 48 pieces of are for sale

WAYS OF SEEING EDUCATIONAL EVENTS

- Walkabout with Watercolour artist Nancy Newman Wed Jan 16, 2019 6:00 pm to 7:00 pm

- Docent in the Gallery: Multi-media artist Michele Carlino-Tamane Fri Jan 18, 2019 1:00 pm to 3:00 pm
- Docent in the Gallery: Photographer Kevin McBean Sat Jan 19, 2019 1:00 pm to 3:00 pm
- Figure drawing session with live model: Sat Jan 19, 2019 1:00 pm to 3:00 pm
- Conversation with SOYRA President and photographer Linda Welch Wed Jan 23, 2019

Mayor's Celebration of Youth Arts 2019

An annual celebration of youth arts

February 2-March 2

Since 2011, the Aurora Cultural Centre has engaged graduating youth artists in the community. This celebration offers a glimpse into the artists' motivations, techniques, and practices and reveals their talents to a wider audience.

Watershedsci

A unique environmental collaboration between the Simcoe Watershed Project and Lakehead University

March 9 - April 27

When art and science come together, the breathtaking results provoke discussion, illumination and discovery. Enjoy an exhibition that is a collaborative outcome between the Simcoe Watershed Art Project and scientists from Lakehead University. A variety of mediums, including video installation, paintings and jewelry.

Guest Curator- Judith Gibson-Vick

12 participating artists in Watershedsci

Peter Miehm, Jennie Clark, Karen Wild, Roger Kerslake, Peter McEwen, Luci Dilkus & Heather Driver Kerslake, Bewabon Shilling & Tanya Cunningham, Joanna McEwen & Anton Pickard, Sarah Uffelmann
 Scientists: Sreekumari (Sree) Kurissery, is the founding chair of the Department of Sustainability Sciences at Lakehead University. Debbie Balika, water quality specialist at Kawartha Conservation

Ways of Seeing: associated free public programs

Wednesday March 20, 2019 | 6 – 7:30 pm

In Conversation with Bill Thompson

Bill Thompson, Manager of Watershed Planning and Strategies at the Lake Simcoe Region Conservation Authority will speak about the importance of the Lake Simcoe Watershed and the impact of human activity, followed by a Q&A.

Running Forward

Daniel St-Amant

March 9 - May 25, 2019

A figure, formed from manufacturing footprints slowly takes shape on the canvas; outlined in neon it appears from the shadows of the dirt left behind. Placed within an undistinguished landscape, the figure's identity, a wolf, a polar bear or owl extends itself forward, challenging the viewer to a conversation on the nature on how it was created.

Daniel St-Amant's paintings always start out in the streets and not in the studio. Using roadways to emphasize our global footprint he captures tire tracks from climate-affecting technologies by laying

them out on the street for vehicles to run over, leaving their literal markings across the prepared canvas. Once in the studio, using these distinct markings as the backdrop, animal portraits and landscapes are formed and painted. *Running Forward* is a showcasing exhibition of new paintings alongside older pieces presenting a timeline of the artist's unique process.

Industrialism, urbanization, and the over-use of resources are changing people, animals, and habitats everywhere. The method of creation, deliberately including the fingerprint of the subject matter, situates the paintings as a reflective community challenge on these themes. Within the conversation, the paintings are the spotlight in addition to the highlighted subject.

The paintings often include found objects in nature such as twigs, leaves and moss that are mixed into the paint creating beautiful textures and natural palettes. Yet, the presence of the motorized vehicles – no matter how ghostly – remains as a scar and reminder of the power, influence and responsibility humans have moving forward.

Curated by: Stephanie Nicolò

About the artist

Majoring in Fine Art at the Nova Scotia College of Art and Design, Daniel St-Amant completed his BFA degree in 2005, and shortly thereafter went on to receive a graduate diploma in Visual Effects for film and television from Seneca College at York University. Daniel currently divides his time between teaching as a professor at Max the Mutt College of Animation, digital painting at visual effects studio Soho VFX, and working on his own practice. <https://danielstamant.com/>

Ways of Seeing: free public programs

Friday March 22, 2019 | 6 – 8 pm *Artists' Reception*

EDUCATIONAL PROGRAMS

Classes in the Winter term started January 12, 2019.

Classes for Children & Teens

Art Around the World	Ages 4 – 6	Saturdays	9:00 am – 11:00 am	January 12 – March 2
Faces & Places	Ages 7 – 10	Saturdays	11:30 am -1:30 pm	January 12 – March 2
A Journey Through Art & Time	Ages 11 – 15	Saturdays	2:00 pm – 4:00 pm	January 12 – March 2

PA Day Programs

Ages 4 – 12 Friday, January 18 and/or Friday, February 1 9:00 am – 4:00 pm

March Break at the Centre

The Art Lab	Ages 4-6	March 12	9:00 am – 12:00 pm
Comics, Cartoons & Superheroes	Ages 7- 12	March 12	1:00 pm – 4:00 pm

Classes for Adults (16+)

Drawing, Sketching, Pen & Ink	Mondays	6:30 pm – 8:30 pm	January 21 – March 18
Ukulele for Beginners	Tuesdays	6:30 pm – 7:30 pm	January 22 – March 19
Beginning Guitar	Tuesdays	7:45 pm - 8:45 pm	January 22 – March 19
Start Painting Now with Acrylics	Tuesdays	6:30 pm – 9:00 pm	January 22 – March 12
Expand Your Horizons in Acrylics Level 2	Thursdays	6:30 pm – 9:00 pm	January 24 – March 14
Exploring Watercolours	Thursday	10:00 am – 12:30 pm	January 17 – March 7
Exploring Watercolours	Thursday	1:30 pm – 4:00 pm	January 17 – March 7
Watercolours: Basics & Beyond	Thursdays	6:30 pm - 9:00 pm	January 24 – March 14

FINANCIAL STATEMENTS

Please see Q1 Financial Report attached.

A Report on the 2018-2021 Strategic Plan

Please see attached report on the progress made in the Inspire, Engage & Transform 2018-2021 Strategic Plan to March 2019 (Q1).

Organizational Information

CENTRE HOURS

Business Hours	Monday to Friday	9:00 AM – 4:00 PM
Staff Base Hours	Monday to Friday	8:30 AM – 4:30 PM
Gallery Hours	Tues, Thurs, Fri & Sat	10:00 AM – 4:00 PM
	Wednesday	10:00 AM – 8:00 PM
	<i>- and during special events</i>	
Events	7 days per week	as required
Classes	Mon, Tues, Thurs, Sat	and as required
Community Facility Rentals	7 days per week	as required, up to 11:00PM

AURORA CULTURAL CENTRE STAFF

Executive Director	Suzanne Haines
Administration & Operational Services Manager	Carol Sharp
Communications & Events Manager	Jane Taylor
Gallery Manager	Clare Bolton
Gallery, Event & Marketing Coordinator Volunteer & Co-Op Program Manager	Stephanie Nicolò
Education & Visitor Services Coordinator	Leanne DiMonte
Administrative Assistant (part time)	Megan Thompson
Facility Supervisor (part time)	Laura Beaton, Andrea Compton, Christina diPaola

BOARD OF DIRECTORS – Q1 at end of March 2019

EXECUTIVE

President	Craig Mather
Vice President	Eric Acker
Treasurer	Laura Hostick
Secretary	Karen Johnston

DIRECTORS

Damien Chan
Heidi Franken
Sharon Kelly
Michael Kennedy
Victoria Kinniburgh
Amy Lane

EX OFFICIO TOWN OF AURORA DIRECTORS*

Director	Councillor Wendy Gaertner
Director	Councillor John Gallo

COMMITTEES OF THE BOARD OF DIRECTORS

Executive Committee	Governance & Nominating Committee
Finance & Audit Committee	Fund Development Committee

MEETINGS

The Board of Directors meet approximately 10 times per year and committees meet monthly as required.

**Ex-officio Directors have the full rights & responsibilities of Directors of a corporation under the Ontario Corporations Act.*

COMPLIANCE & REPORTING CONTROLS

The Centre has strict compliance, oversight and reporting procedures in place; third party bookkeeping, a Finance & Audit Committee, several specialized Board committees, the day to day oversight of the Executive Director and the monthly review by the Board of Directors who each have personal and collective fiduciary responsibilities related to the governance and financial health of the Centre.

MONTHLY

Financial

- Third Party book keeper reconciles financial activity each month and creates financial statements that are reviewed by Treasurer, Finance & Audit Committee and Executive Director (ED).
- Statement of Account for Current Source Deductions (and payment) made to CRA.

Operational

- ED creates monthly activity report and presents to Board of Directors; once approved this is posted to the public website.

QUARTERLY

Financial

- Treasurer creates GAAP quarterly financial report based on book keeper's financial statements. This is reviewed by the Finance Committee and presented to the Board. Opportunity for questions from Directors. Once approved, ED provides this report to the Director of Community Services at the Town of Aurora as per our Agreement (and to the Mayor, Town Council, and Town CAO as a courtesy).

Operational

- ED creates a Managerial Commentary reporting on activities during the quarter in question.
- This is presented to the Board. Once approved, ED provides this report along with the Quarterly financial Report to the Director of Community Services (and Mayor, Council, and CAO). This report is posted on public website.

Oversight

- ED provides a compliance statement to the Board stating that all payments have been made and all areas of the Centre's compliance responsibilities have been met.

ANNUALLY

Town of Aurora

- As per Agreement

Canada Revenue Agency (Federal Government)

- Registered Charity Information Return
- Ontario Corporations Information Act Annual Return

Imagine Canada

- Annual report on compliance of the Standards identified by IC as a requirement of our accreditation.
- Board reviews Compliance report and IC comments

Current Funders (this is variable)

Young Canada Works in Museum Organizations via Canadian Heritage, (Federal Government)

Canada Summer Jobs via Employment and Social Development Canada (ESDC), (Federal Government)

Canada Arts Presentation Fund, Canadian Heritage

Financial Review

Third Party Audit undertaken annually (not legally required until budget reaches \$1 Million).

Financial standing publicly posted annually on the websites of the CRA, Imagine Canada, and our website.

ONGOING COMPLIANCE

- Town of Aurora
- Banks
- Insurance
- Canadian Anti-Spam Legislation (CASL)
- Service Ontario (Provincial Government)
- Canadian Code of Practice for Consumer Protection in Electronic Commerce
- SOCAN

IN SUMMARY

Thank you to our sustaining partner, the Town of Aurora and all our sponsors, donors and volunteers who help the staff and Board activate this venue for use by the community. Community events like Family Day are so important to what we do in concert with the professional programming and education classes. We are a proud partner of the Town of Aurora in bringing cultural services on their behalf in the beautiful heritage facility.

Respectfully Submitted,

Suzanne Haines

Executive Director

www.auroraculturalcentre.ca

Follow us on Facebook, Twitter & Instagram



Aurora Cultural Centre Strategic Plan Report YTD Q1 2019: January-March 2019

This report includes January – March 2019 strategies that have been initiated, as well as any achievements that have been made to date. Strategies are living ideas that may be altered over the life of the plan to achieve the desired goals. It also includes a report on how the Aurora Cultural Centre contributes to the Town’s cultural objectives in their strategies.

Goal # 1: Deliver professional performing and visual arts programming while supporting community engagement, education, and community arts practice

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> • Strategically increase programming in popular music, classical music, family/children’s performances, and theatre • Coordinate and implement 5 Kaleidoscope in the Schools presentations in the 2019/20 school year with a goal of 2 presentations in 2019. • Discovery of and implementing internal creative programming synergies for the 2019-2020 season to share themes and engage artists across galleries, live performance and educational programming. 	<ul style="list-style-type: none"> • Curated a season of 5 productions for grades JK-4 to be implemented in Aurora schools 	<ul style="list-style-type: none"> • Increase in the number and diversity of performing arts events <ul style="list-style-type: none"> ○ 2017 = 13 events ○ 2018 = 19 events ○ 2019 = 20 + KITS • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys

<p>b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery</p>	<ul style="list-style-type: none"> • Develop relationships with all school boards on Mayor’s Celebration for Youth Arts. • Pay honorariums to every participating artist and guest curator in 2019 exhibitions • Create a balanced and inclusive program (2019-20) season that includes artists from the following groups: youth, diverse ethnic groups and Indigenous artists • Design and implement a comprehensive gallery docent program by Q3 2019 • As of April 2019 have clear, accessible didactics (labels, artist statement, support materials) in place by the launch date of each exhibition • Create and implement educational community engagement projects for 2 exhibitions in 2019 • Identify and attend 5 networking events by Q4 2019 to build brand awareness for the galleries, connect with other professionals in the arts industry and continue to build relationships with artists and connect with a minimum of 20 new artists 	<ul style="list-style-type: none"> • Budget and contracts in place to pay honorariums to every participating artist and guest curator in 2019 exhibitions 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys • 20% increase in participation in Ways of Seeing lecture series • Two formalized curated tours per professional visual art show
<p>c) Be a venue for artistic education that offers unique experiences professional instructors</p>	<ul style="list-style-type: none"> • Increase registration (number of registrants and revenue) by 5-10% in 2019 over 2018 • Respond directly to the needs of current and potential registrants via the 	<ul style="list-style-type: none"> • PA Day programs implemented with sold out attendance • Adult classes added for June • Added Workshops with Gallery Artists 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys

	<p>creation of a targeted survey asking specific questions about when/what types of programs they would like to see offered</p> <ul style="list-style-type: none"> • Continue to develop the relationship with the Town to offer complementary, non-competing programs that are promoted through their channels along with our own • Research March Break camps; expand PA Day program offerings and gallery-educational collaboration workshop offerings • Work with website developers to create workshop proposal form in order to reach a variety of new and different instructors/mediums that set our offerings apart from other arts organizations 		<ul style="list-style-type: none"> • 80% overall enrollment in programs/demand
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GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
<p>a) Build Aurora Cultural Centre brand awareness and brand recognition</p>	<ul style="list-style-type: none"> • Implement onsite signage solutions and external connections with community associations to increase visitors to programming. • Establish a marketing campaign including a web presence and collateral for the rentals department to promote new business and 	<ul style="list-style-type: none"> • Temporary Outdoor sign design completed and the sign is being built! • New e-commerce solution engaged, to be online April 30, 2019 	<ul style="list-style-type: none"> • General community survey in 2021 shows that Aurora residents are aware of the Aurora Cultural Centre and the benefits of arts and culture. (baseline established from 2017 survey in April 2018) • Track and report on unique visitors to the Centre

	<p>retain current users, resulting in exceeding the budgeted goal of \$50,000 for 2019.</p> <ul style="list-style-type: none"> • Create marketing efficiencies to improve storytelling and develop integrated brand identity in collateral, launching by end Q2. • Cultivate local influencers: 2 child-focused, 1 visual art-focused, 1 performing art focused by end of Q4. • Research and launch direct mail strategy by Q3. • Implement e-commerce and integrated website design by Q2 		<ul style="list-style-type: none"> • Increase visitors to the venue (baseline 30,000 in 2017)
<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> • Increase media list by 10 outlets; including 5 diverse media outlets in York Region by end of Q4. • Create collateral and digital content to enable ambassador conversations with community associations and potential partners with the goal to increase our audience, by the end of Q4. • Partner with school boards to create awareness for existing and new programs • Document and report on outreach to all culturally specific community associations to invite participation • Collect demographic information on patrons to further analyze participation • Determine, attract, and track demand for more diverse and synergistic programming. • Complete a needs assessment in the community for newcomer/diversity programming, 	<ul style="list-style-type: none"> • Met with YDRSB and YCDSB to discuss programs; ongoing discussion 	<ul style="list-style-type: none"> • Increase the diversity of participation from all geographic regions of the community • Measure, document and report on level of participation with school boards and youth • Report on the benefits of participation in youth programs • Completion of a needs assessment, tracking the number of patrons who attend more than one program, employing and tracking success of new marketing strategies, and reporting on success of new opportunities.

<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> • Build a high performance website • Focus on digital marketing strategies in Q3 & Q4 to increase audience engagement. Apply for Google Grant. Establish baseline Google Analytics metrics by end of Q2 (once website revision is completed). • Engage in increased government relations with MPs MPPs, Councilors and Mayor • Work with Town to promote success of new Cultural Precinct 	<ul style="list-style-type: none"> • Website theme and media redesign complete, implemented with e-commerce • Board and Staff engaged in Town Council and Town Staff one-on-one meetings to deliver new information and build relationships on Budget 2019 and Kaleidoscope in the Schools • ED participated in design for new facility building and supporting the operating plan • ED delegated to Council to support cultural infrastructure investment (Library Square project) • ED participated in development of the Town of Aurora economic development strategy 	<ul style="list-style-type: none"> • Growth in media coverage • Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors
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GOAL 3: Proactively reach out to develop and sustain long-term collaborative partnerships and relationships with our stakeholders, diverse cultural groups and agencies, and other community-based organizations.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
<p>a) Develop strong and relevant partnerships for the Aurora Cultural Centre</p>	<ul style="list-style-type: none"> • Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes • Clearly define roles and responsibilities of partners involved in ACC relationships 		<ul style="list-style-type: none"> • Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more

			<p>access to funding and/or revenue generation</p> <ul style="list-style-type: none"> • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
b) Support building a Cultural Leadership Team	<ul style="list-style-type: none"> • Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan 		<ul style="list-style-type: none"> • Collaborative relationship is formed • Action Plan on deliverables in the Cultural Master Plan is in place and being implemented
c) Develop clear programming objectives for relationships with community arts delivery organizations	<ul style="list-style-type: none"> • Identify criteria for involvement with the ACC • Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan 	<ul style="list-style-type: none"> • Established new programming direction working with SOYRA 	<ul style="list-style-type: none"> • Community arts providers feel connected to the ACC • Community arts providers and professional arts organizations are connected
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> • Conduct a community-wide needs analysis to build relevant programs • Determine which existing communities need to be reviewed for changing demographics and program relevance • Explore new opportunities to engage new residents, new cultural groups and youth • Create an inviting atmosphere for all to participate, especially new participants based on outreach activities 		<ul style="list-style-type: none"> • Community programming needs analysis completed in 2019 • New programs in place by 2021 • Stakeholder and donor survey shows a high level of satisfaction with results • ACC is rated highly accessible and welcoming in annual survey

GOAL 4: Maintain a solid financial foundation and sufficient human capital to achieve the goals defined by our Strategic Plan.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
<p>a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre</p>	<ul style="list-style-type: none"> • Proactively manage and maintain sponsors and donors. • Grow fundraising through new program delivery (KITS). • Research local and national foundations and other sources of funding to achieve all levels of government funding by securing two new sources of funding by the end of the year. 	<ul style="list-style-type: none"> • Secured 83% of matching funding for KITS 	<ul style="list-style-type: none"> • Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs • KITS goal increases our fundraising by 34%, will diversify our access to youth aged 4-12 across Aurora, and be the first program we offer exclusively outside of the Aurora Cultural Centre venue.
<p>b) Implement individual philanthropic gift fund raising program</p>	<ul style="list-style-type: none"> • Develop and implement a donor communication plan that outlines how we thank our donors and demonstrate what their gifts are used for - to be ready by 2019-2020 Season Launch (June 2019) and fully implemented by January 2020. • Communicate and transfer donor data from e-tapestry to Vendini 		<ul style="list-style-type: none"> • Audience database in place • Increase individual gifts to meet annual organizational needs
<p>c) Increase government funding</p>	<ul style="list-style-type: none"> • Proactively seek funding from all levels of government <ul style="list-style-type: none"> ○ Federal: Canadian Heritage, Canada Council for the Arts ○ Provincial: Trillium Foundation, Ontario Arts Council ○ Municipal: Town of Aurora 	<ul style="list-style-type: none"> • Canadian Heritage funding secured • Ontario Arts Council funding secured 	<ul style="list-style-type: none"> • Secure federal and provincial grants related to arts and cultural programming • Secure funding to adequately support annual operational needs

d) Grow operational reserves	<ul style="list-style-type: none"> Budget conservatively to allow windfalls to build reserve Marketing strategies to generate additional revenues through participation 	<ul style="list-style-type: none"> 2018 YE to be determined by Audit 	<ul style="list-style-type: none"> Operational reserves in place Strategically/conservatively invest reserves for growth Financial success enables annual transfers to contingency reserves
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GOAL 5: Remain a well-managed organization that is governed by a volunteer Board of Directors, demonstrating best practices in transparency, accountability and collaboration to our customers, stakeholders, staff and donors.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system Conduct regular updates for the Board on progress of strategic plan implementation Review of strategic plan if there is to be additional cultural infrastructure for which the Aurora Cultural Centre will be involved 		<ul style="list-style-type: none"> Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> Foster a culture that embraces change and opportunity Develop and implement compensation system Implement appropriate resources and planning to launch the Kaleidoscope in the Schools program in September 2019. Review administrative structure, workloads, and infrastructure to support sustainable jobs within budgetary 	<ul style="list-style-type: none"> Compensation plan implemented Restructuring to be in place by May 31, 2018 	<ul style="list-style-type: none"> Administrative structure in place to support 2018-2021 Strategic Plan Volunteer program has levels of participation for varying skill levels Strategic plan success and milestones documented and celebrated Succession Plan in place for Executive Director

	<p>constraints at the end of Q4 based on new structure. Report on employee morale.</p> <ul style="list-style-type: none"> • Implement H & S program and inspections to improve staff ergonomic workspaces 		
<p>c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan</p>	<ul style="list-style-type: none"> • Create and implement a Board succession plan for key Board functions to support the Strategic Plan • Create annual goals and work plan for the Board and Committees • Implement Board Self Evaluation and take action on areas needing development • Conduct governance training as required • Recruit highly talented Committee members to support the strategic plan implementation • Conduct risk assessment • Recruit diversity in Board membership • Build Board visibility at Aurora Cultural Centre and community events 		<ul style="list-style-type: none"> • Board Self-evaluation completed annually • Committees defined and in place • Board orientation and governance manual implemented and effective • By-laws and governance model mapped and published on the web • Board well governed • Risk analysis completed and monitored quarterly
<p>d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting</p>	<ul style="list-style-type: none"> • Maintain status with Imagine Canada • Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense) 		<ul style="list-style-type: none"> • Attain reaccreditation of Imagine Canada in 2019 • Excellent fundraising/expense ratios published on CRA website • Maintain charitable status

Respectfully Submitted by

Suzanne Haines, Executive Director
Aurora Cultural Centre