aurora cultural centre

AGENDA

Public Meeting

December 12th, 2018 6:30pm Craig Mather, Chair

1	Welcome to the Public	All
2	Introduction of Board of Directors	Craig Mather
3	Q3 Reports	Suzanne Haines Laura Hostick
4	Upcoming highlights	Suzanne Haines
5	Opportunity for Q & A	All
6	Confirmation of Next Public Meeting: March 13th, 2019	All
7	Board of Directors will now convene in Library and guests are welcome to view the galleries until 8PM.	All

aurora cultural centre

Board of Directors – December 12, 2018

EXECUTIVE DIRECTOR'S UPDATE November 2018

This ED report has been reformatted to serve reporting needs on the 2018-2021 Strategic Plan.

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

OBJECTIVES	STRATEGIES	Jan-Nov 2018	Annual KPIs
a) Establish a recognized professional performing arts presenting program	• Strategically increase programming in popular music, classical music, family/children's performances, and theatre • Build programming for in school • Develop partnerships for offsite and site specific performances	• 20 events • Addition of a Toddler series • First puppetry event • Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest. • Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings	• Increase in the number and diversity of performing arts events (2017 = 13 events) • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	• Develop relationships with all school boards on Mayor's Celebration for Youth Arts. • Develop guidelines and policy governing how group exhibitions are programmed • Develop curated/curator tour program for each exhibit • Promote fine art sales in professional gallery shows to the community	• Initiated developing guidelines group exhibitions • Research on best practices of tours and promoting educational activities • YTD: Tours, 297 participants • New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors. • Increased new audience exposure for Rebecca Last's reception held in conjunction with Doors Open (568 visitors). Interaction with visitors from outside local area – Toronto, Brampton, Mississauga	• 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
c) Be a venue for artistic education that offers unique experiences	• Program educational classes with artistically trained instructors • Offer a diversity of classes that complement and build	• In conversation with town about who will program what level to ensure full spectrum is offered • Developed over the summer "The Art of Japanese Ink	• Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys • 80% overall enrollment in programs/demand

professional instructors	on Town access programs • Build new educational synergies with other ACC programs • Build new educational opportunities during school closures for adults, children and youth	Painting (Sumi-E) class to take place in the Fall 2018 season. • Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August. • **Launched PA day full day program for Winter session**	

Professional Live Performance Series

Date	Artist/Event	Series	Audience
November 7	Armistice: 100 Years of Remembrance	FREE Special Event	75
November 9	Tristan Teo	Great Artist Music Series	62
November 16	Heather Bambrick	Brevik Hall Presents	133

Gallery & Exhibitions

In November, we hosted

Date	Artist	Title of Exhibition	Description	Events
August 11 - November 24, 2018	JANINE WHEELER	(through) Thick & Thin	Abstracted paintings - glazes of paint and dry media manipulate the eye and mind. A reflection on the creation process relating to physical and imagined spaces.	Art talk and tour with Curator Stephanie Nicolò – Oct 3 Artist reception: October 24 from 6-8pm
October 6 – November 10, 2018	TROY HOURIE	Apparitions	An immersive mixed-media installation composed of *The Bed, The Attic* and *The Writing Cabinet*. An immersive mixed-media installation examining the idea of "designing for wonder" by exploring the mysterious nature of Britten's opera The Turn of the Screw. *Apparitions* is a long term inter-arts project and this exhibition will form its final iteration.	Artist Reception: October 20 1pm-4pm Artist Performance – October 31st, 6pm

Educational Programs

Fall classes started on September 3rd. All classes, workshops and short courses ran in the term. Winter registrations launched on November 7th. Town of Aurora Program Guide comes out November 8th with all winter classes, workshops and short courses listed.

GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	STRATEGIES	Jan-Nov 2018	Annual KPIs
a) Build Aurora Cultural Centre brand awareness and brand recognition	• Advocate for highly visible signage for the venue with Aurora Cultural Centre programming • Create corporate partnerships to build brand awareness and recognition • Create awareness that culture is an integral part of community life • Establish current brand as a highly-regarded destination for professional visual and live performing arts programming • Create awareness of community engagement and outreach programming • Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct • Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.	• Temporary Outdoor sign approved by Council. Permanent sign will be part of signage strategy for the cultural precinct. We continue to work with Town staff on specifications. • Research and quote now in-house for fabric banners to update outdoor standards on front side of building and a selection of the banners fixed to the building on the north side; design and printing to happen in Q4 • Planning Family Day 2019 with TOA to create synergistic programming • Completed comprehensive audit of professional performing arts/drama/music/gallery venue marketing collateral to gather information on best practices in advance of the creation of our own in-house 2018-19 Professional Arts Season brochure. Distributed to 20K households on September 13 through The Auroran. **Distributed 6k in Globe & Mail throughout York Durham and Simcoe.**	• 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 • Increase visitors to the venue (baseline 30,000 in 2017)
b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities	• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora • Build relationships with ethnic media • Reach out to real estate professionals and housing developers • 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	• AHS Newcomer Tour to end with ACC and an outline of our programs • Participation in the Multicultural Festival	• 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
c) Conduct awareness campaign for	• Build high performing website	• Website Process started Q2 and continuing through Q3 & Q4	• Growth in media coverage

Aurora Cultural Centre Stakeholders and Community	• Generate visibility and brand recognition through e-marketing and social media • Build and leverage relationships with local media • Implement more advertising as budgets permit • Develop and implement volunteer docent program • Invite volunteers from corporate community • Engage in increased government relations with MPs MPPs, Councillors and Mayor • Work with Town to promote success of new Cultural Precinct	• Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline • Update Trip Advisor online listing and obtain marketing collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON • Continue Constant Contact campaigns, social media updates, and tracking google analytics • **Subscribing to Buffer social media platform to manage evergreen content and scheduling of all platform content**	• Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors

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	STRATEGIES	Jan-Nov 2018	Annual KPIs
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	• 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 • Proactively maintain solid relationships with partners	• Reworked partnerships with Pine Tree Potters and SOYRA • Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours.	• Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
b) Support building a Cultural Leadership Team	• Identify and engage with professional arts, cultural and heritage institutions in Aurora • Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan	• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan	• 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	• Identify community arts providers • Identify criteria for involvement with the ACC • Articulate opportunities for community arts providers to	• List of community arts providers assembled	• Community arts providers feel connected to the ACC • Community arts providers and professional arts

delivery organizations	deliver on Town of Aurora Cultural Master Plan		organizations are connected
d) Be responsive to changing needs in the community.	• Create an inviting, inclusive and participatory gathering place where community meets culture • 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	• Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation • Extended customer survey to outside current market to gain broader feedback	• 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

The following rental clients joined us in November:

Private Individual	Brevik Hall	Sunday, November 4	Celebration of Life
Private Individual	Brevik Hall	Saturday, November 3	Piano Concert /private party
Aurora Community Band	Brevik Hall	November Rehearsal Schedule	Three Sunday rehearsals (fourth cancelled due to heating issue)
Aurora Concert Band Marketplace	Brevik, Red & Blue Galleries	Saturday, November 24	Vendor Marketplace with performances provided by ACB
Empty Bowls by Pine Tree Potters	Brevik & Library Room	Thursday, November 15	Fundraising event - two lunches, one dinner service
Pine Tree Potters	Red & Blue Galleries	Wed, Nov 13 to Sunday, Nov18	Fall Pottery Show and Sale
SOYRA	Brevik Hall, Library Room & Activity Room	November Schedule w/ WS	Executive Mtg LR; General Mtg in Brevik; Workshop in AR
Town of Aurora Museum & Archives	Library Room	Friday, November 23	Hosting local museum curators
York Region Environmental Services	Brevik Hall	Tuesday, Nov 20 & Wednesday, Nov 21	Staff training
Addiction Services of York Region	Brevik Hall	Wednesday, November 28	Staff training

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

OBJECTIVES	STRATEGIES	Jan-Nov 2018	Annual KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	• Create opportunities for corporate co-branding • Launch an updated corporate sponsorship program • Research and apply for Corporate Foundation grants	• 2 new corporate sponsors in place • 1 new corporate donor with 2-yr commitment	• Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs
b) Implement individual philanthropic gift fund raising program	• Gather and analyze information on current patrons • Revitalize individual gift program • Create a base of supporters that make an annual gift • Stewardship of every level of gift • Develop & Implement legacy/planned giving program	• Analysis of current patrons complete • Major gift received • **Fortissimo, classical music campaign is $135 away from achieving $10k goal**	• Audience database in place • Increase individual gifts to meet annual organizational needs
c) Increase government funding	• Proactively seek funding from all levels of government o Federal: Canadian Heritage, Canada Council for the Arts o Provincial: Trillium Foundation, Ontario Arts Council o Municipal: Town of Aurora	• Canadian Heritage funding secured	• Secure federal and provincial grants related to arts and cultural programming • Secure funding to adequately support annual operational needs
d) Grow operational reserves	• Budget conservatively to allow windfalls to build reserve • Marketing strategies to generate additional revenues through participation	• $5000 transferred to contingency reserve in 2017	• Operational reserves in place • Strategically/conservatively invest reserves for growth • Financial success enables annual transfers to contingency reserves

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	STRATEGIES	Jan-Nov 2018	Annual KPIs
a) Continuously review progress of Strategic Plan implementation	• 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	• Staff outlined work plans in all areas of operations for the four years of the strategic plan • Staff report to the Board includes strategies initiated and KPIs achieved	• Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best	• Review organizational effectiveness and structure to deliver new strategic plan • Foster a culture that embraces change and opportunity	• Human Resource plan developed to support the strategic plan • Board developed ED succession plan	• Administrative structure in place to support 2018-2021 Strategic Plan

implement Strategic Plan	• Develop a succession plan for the Executive Director for emergency and long term • Develop and implement compensation system	• First phase of compensation program developed • Review all Board and operational policy	• 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
c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan	• 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	• 2018 Board self-evaluation complete • Risk assessment initiated and report to the Board quarterly • Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, MP/MPP community events etc)	• 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
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	• Maintain status with Imagine Canada • Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)	• October YTD reporting 85% programming to 15% administrative costs • **Submitted application for re-accreditation of Imagine Canada**	• Attain reaccreditation of Imagine Canada in 2019 • Excellent fundraising/expense ratios published on CRA website • Maintain charitable status

Administration

- Project to transition to the Town IT infrastructure continues. We will not be able to connect phones. Computers are expected to be connected by March 1, 2019. We will be able to cancel our Internet Service contract when we are all connected.
- Completed Job Evaluation scoring with JET on November 5
- Pre-show sponsor reception on November 16th with BMO
- Completed compensation plan for base salary calculations to market bands
- Reviewed HR Policy with all full and part time staff

- Social media benchmark numbers have bene recorded. With the inclusion of a social media management tool (buffer) we will have access to historical data starting in 2018. There has not been a metric attached to marketing ROI in the past so effective numbers were not recorded. We know what happened over the course of 2018 which is when we started recording data. We invested in professional development to learn how to use Google Analytics and social media to improve our presence. We will have much better information moving forward.
- There was a complaint in November related to workshops associated with Gallery programming. Discussion

Facilities

- Lights for the art installation still be in installed, Town staff are aware of the project
- Temporary outdoor sign: met with Town staff September 25th. No further communication.

Board Activities

- Finance Committee Meeting: November 26
- Governance Committee Meeting: November 6 and 7

Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Participated in a meeting with acoustical consultant for the new performance hall with Town staff and consultants.
- Met Bruce Gorman, new CEO of the Aurora Public Library
- Met with Samantha Rodin, YRAC regarding Advocacy project
- Met Canadian Heritage program officer
- We hosted an Aurora Chamber of Commerce Business After 5 on November 1, 2018.
- I attended Theatre Aurora's Daniel MacIvor double bill of one act plays on November 1, 2018
- Consultation with Interkom
- Consultation with Novus (acoustical consultants on the Library Square project)
- Attended Town of Aurora Tree Lighting, November 30, 2018

Respectfully Submitted by
Suzanne Haines, Executive Director
Aurora Cultural Centre

2018 Social Media Snapshot

Facebook

		Jan-18	Nov-18
Page created October 19, 2011			
	Number of Page Likes	1010	1123
	Number of Page Followers	986	1106

Twitter

Joined July 29, 2014	Number of Page Followers - Dec 2018	996

Instagram

Joined August 11, 2015	Number of Page Followers - Dec 2018	1302
	Number of Photo posts - 2018	118
	Number of Story posts - 2018	277
	Number of Video posts - 2018	13

Constant Contact

Joined February 2010	Number of Express Permission Contacts	1855
	2018 New Express Permission Contacts	416
	2018 Unsubscribes	80
	2018 Net New Contacts	336
	2018 Growth in Express Permission Contacts	22%
	2018 Average Email Open Rate	47%
	2018 Average Email Open Rate - mobile	49%
	2018 Average Email Open Rate - desktop	51%
	2018 Highest Email Engagement by percentage: Fall Classes to Donor List	77%
	2018 Highest Email Opens by numbers: Georgian Bay Concert	800 / 52%

Porfessional Development				
Staff Member	Date	Item	Cost	Offered by
Carol Sharp	10-Jan-18	Quickbooks		AMB Bookkeeping
Carol Sharp	15-Jan-18	Quickbooks		AMB Bookkeeping
Stephanie Nicolo	25-Jan-18	Decoding the Gen Z Factor: What Gen Z students are looking for from employers in their internships, co-ops and first careers	Free	Charity Village
Jane Taylor	31-Jan-18	Stand Out Subject Strategies	Free	Offered by SquarePeg for Constant Contact
Jane Taylor	21-Feb-18	Google Analytics Introductory Platform	Free	Offered by Capacity Interactive
Clare Bolton	21-Feb-18	The Artist Project	Free	Professional Development Conference
Stephanie Nicolo	21-Feb-18	The Artist Project	$ 33.90	Professional Development Conference
Jane Taylor	26-Feb-18	Online Surveys that Work	Free	Offered by SurveyMonkey
Stephanie Nicolo	01-Mar-18	How to Give Feedback that Drives Engagement and Performance	Free	Charity Village
Jane Taylor	06-Mar-18	Understanding Your Constant Contact Email Marketing Reports	Free	Offered by Constant Contact
Jane Taylor	15-Mar-18	Standard First Aid and CPR	$ 180.00	St. John's Ambulance
Jane Taylor	21-Mar-18	Introduction to Search Engine Marketing	Free	Offered by Capacity Interactive
Stephanie Nicolo	21-Mar-18	Small Nonprofit Web Design: Converting Interest into Action	Free	Blackbaud
Jane Taylor	11-Apr-18	10 Tips that Make or Break Nonprofit Websites	Free	Blackbaud
Stephanie Nicolo	11-Apr-18	10 Tips that Make or Break Nonprofit Websites	Free	Blackbaud
Jane Taylor	17-Apr-18	How Nonprofits Can Get $10,000 Per Month In Free Google Advertising	Free	Google
Jane Taylor	17-Apr-18	Google Analytics Part II	Free	Google
Suzanne Haines	19-Apr-18	Top Compliance Issues for NFP	Free	Charity Village
Stephanie Nicolo	19-Apr-18	How Your Nonprofit Can Avoid Data Breaches and Ensure Privacy	Free	TechSoup
Stephanie Nicolo	19-Apr-18	How Your Nonprofit Can Avoid Data Breaches and Ensure Privacy	Free	TechSoup Canada
Megan Thompson	19-Apr-18	eTapestry: Basics of eTapestry and Accounts	Free	Blackbaud
Megan Thompson	19-Apr-18	eTapestry: Basics of Queries, Reports, and Communications	Free	Blackbaud
Megan Thompson	19-Apr-18	eTapestry: Fundamentals - Accounts and Journals	$ 380.36	Blackbaud
Megan Thompson	21-Apr-18	eTapestry: Basics of Do-It-Yourself Forms	Free	Blackbaud
Megan Thompson	21-Apr-18	eTapestry: Basics of Import	Free	Blackbaud
Megan Thompson	21-Apr-18	eTapestry: Basics of everydayhero Integrations	Free	Blackbaud
Megan Thompson	01-May-18	eTapestry: Fundamentals - Queries, Reports, and Communications	$ 386.99	Blackbaud
Jane Taylor	14-May-18	Wee Festival: Cut Outs	$ 14.00	Theatre Direct
Jane Taylor	15-May-18	Wee Festival: Baking Time	$ 12.00	Theatre Direct
Jane Taylor	15-May-18	Wee Festival: Sisters, the Warm Embrace	$ 12.00	Theatre Direct
Jane Taylor	16-May-18	Wee Festival: Ssst! Secrets of a White Rabbit	$ 12.00	Theatre Direct
Jane Taylor	16-May-18	Wee Festival: Flying Hearts	$ 12.00	Theatre Direct
Clare Bolton	24-May-18	Socially Engaged Art for Social Change	Free	City of Barrie, Pratt Developments and Ontario Arts Council
Clare Bolton	25-May-18	Socially Engaged Art for Social Change	Free	City of Barrie, Pratt Developments and Ontario Arts Council
Jane Taylor	20-Jun-18	Taking the Fear out of SEO	Free	Capacity Interactive
Jane Taylor	27-Jun-18	Can Storytelling Save Marketing	Free	LinkedIn
Jane Taylor	12-Jul-18	Make an Impact in 30 Seconds	Free	Constant Contact
Stephanie Nicolo	18-Jul-18	Constant Contact Bootcamp	$ 129.99	Constant Contact
Megan Thompson	09-Aug-18	Health & Saftey Representative (HSR) Basic Training	$ 25.00	Public Services Health & Safety Association
Jane Taylor	11-Oct-18	Outrank Your Competition with Local SEO & Reputation Management	Free	Innovative Global Vision
Jane Taylor	24-Oct-18	Using User-Generated Content to Promote Your Attraction	Free	CrowdRiff
Jane Taylor	01-Nov-18	Ticket Sales Trends and Metrics	Free	TRG Arts
Jane Taylor	15-Nov-18	A Picture is Worth 1000 Words: Data Visualization	$ 118.17	Charity How-to
Jane Taylor	18-Nov-18	5 Reasons Your Ticket Sales May be Declining	Free	TRG Arts
Jane Taylor	19-Nov-18	Content Marketing for Facebook 2019	Free	RoundPeg Marketing

Managerial Commentary – Q3 2018

Introduction

Summer months continue to be very busy at the Aurora Cultural Centre with summer camps transforming the activities and energy in the building. This year we launched our first all day visual art camps and all day theatre camps. Both had interest from the community and we will continue to develop those opportunities. We hired four enthusiastic visual arts students in university Masters and undergrad programs, and a high school student for the summer. We also engaged a theatre practitioner to act as instructor for the theatre camps.

September started with various rental activities and getting the season up and running with our new Professional Arts Season brochure. We launched the brochure at the Town of Aurora Multicultural Festival in early September. This brochure was also distributed in the Auroran to the immediate community and in the Globe & Mail to residents in York, Durham and Simcoe regions.

We continue to work with Town staff on the Town's Cultural Partners Review and their plans for Library Square to help build detail that might be useful to decision-making.

THANK YOU TO OUR SUPPORTERS

A SNAPSHOT OF AURORA CULTURAL CENTRE Q3 OPERATIONS
July – September 2018

PERFORMING ARTS EVENT SERIES

Date	Artist/Event	Series	Genre
August 18	Doors Open	Free Community Event	
August 22	Robin Hood; Presented by the Nearly World Famous DuffleBag Theatre	Kaleidoscope Family Performing Arts Series	Family Play (5+)
September 29	Culture Days	Free Community Event	

GALLERY PROGRAMS

EXHIBITIONS

The Pastel Artists Canada 27th Annual, Purely Pastel
Open Juried Exhibition and Sale
All Galleries
Thursday May 10 to Sat Aug 4, 2018
The works selected for this exhibition will have great range and scope, illustrating the diversity and inherent potential in this most beautiful and flexible medium. Meet participating artists from across Canada and the United States at the opening reception that includes an awards presentation and silent auction on Saturday May 26 from 1:00 pm to 4:00 pm. The juror will be in attendance to give out the awards and there will be a great silent auction of pastel supplies. Learn more about the Pastel Artists of Canada here.

Lucy Wallace, Steely Expression

Cassandra's garden; tracing shifted ground

REBECCA LAST

August 11 - September 29, 2018

Large scale acrylic paintings of environmental power - speaking to our complex interconnectedness with the natural world. Relating experiences of exposure to the elements at her Rice Lake studio, Rebecca Last's exhibition Cassandra's garden; tracing shifted ground reminds us of our deeply rooted psychological ties to landscape and how profoundly we are reshaping them. Already evidenced in the 1840's by the early Canadian settler and botanist Catharine Parr Traill, who also lived and worked at Rice Lake, and described in detail the altering of the area's forests, grasslands and waterways. These paintings, grounded in observation and place, are not literal landscapes. Through myth and memory, Last ties our own experiences of nature to the visual, sharing the metaphor of garden, rich in cultural significance, to the ancient seer Cassandra who might offer reflection as we consider how we cultivate our landscapes and manipulate the geography of our planet.

Events:
Artist Reception: August 18 from 1pm-4pm

Ways of Seeing Education Events:
Art talk with Rebecca Last- Wed Aug 15 – 6:00 pm to 7:30 pm
Art talk with Rebecca Last- Wed Sept 19 – 6:00 pm to 7:30 pm

(through)Thick & Thin

JANINE WHEELER

August 11 - November 24, 2018

Abstracted paintings – glazes of paint and dry media manipulate the eye and mind. A reflection on the creation process relating to physical and imagined spaces. A refreshing paint exhibition for the fall season, the Centre welcomes Janine Wheeler with her abstracted paintings. Glazes of paint on synthetic Yupo* paper, and multiple washes on panel and canvas, manipulate the eye and mind, creating reflections of physical and imagined spaces. Janine Wheeler's process of creation becomes another tool and method of her painting aesthetic. Creating bushy forms of paint emerge from and recede into the surface, nodding to a surreal world of imagined foliage-like masses. Smooth and painterly, yet leafy and textured, organic and yet conjured. Fluid glazes of paint are layered to achieve a meditative space, for both the eyes and mind to wander, rest, and contemplate. Truthful to both the creative process and the imagery it hints to, mirroring one's own slippery and sublime connection with nature.

Artist Reception
Wednesday, October 24 from 6 – 8 pm – all welcome.

Ways of Seeing Guided Gallery Tours of (t*hrough*) Thick & Thin with Curator Stephanie Nicolò
Wednesday, August 29: 1 – 2:30 pm
Wednesday, October 3: 6 – 7:30 pm

Janine Wheeler – Guest Artist at Summer Camp.
Aside, our summer campers enjoyed an artist talk in the galleries with Janine, followed by a Yupo painting activity. As one camper exclaimed when in the art-making process – "This is magic!"

Statistics

Number of participants in community engagement activities for Q3 2018: TOTAL =43
Number of participants in curated gallery tours for Q3 2018: TOTAL =245
Number of Artists shown Q3 2018: TOTAL = 73 artists

EDUCATIONAL PROGRAMS

Summer and fall classes took place in Q3. Summer camps are located in the activity room, Brevik Hall and also look for opportunities to be outside creating in nature. Fall classes are held in the activity room, Red Gallery and Library Room as space permits.

Visual Arts Camp
Young Artist Studio - Ages 4-6, 9:00-11:30AM
Mixed Media Mashup - Ages 7-12, 1:00-4:30PM

Week	Dates	Theme
WK 1	July 3-6	A Journey Through Art & Time
WK 2	July 9-13	Comics, Cartoons & Superheroes!
WK 3	July 16-20	Art Around the World
WK 4	July 23-27	Me, Myself & Art
WK 5	July 30	Colour Around Us – full day camp for older students only
WK 6	August 7-10	Outer Space & Art Exploration
WK 7	August 13-17	The Art Lab
WK 8	August 20-24	The Wonderful World of Nature & Animals

Theatre Camp

Week	Dates	Camp
WK 3	July 16-20	Musical Theatre – full day ages 6-10
WK 7	August 13-17	Act It Out! – full day ages 6-10

Registrations

Class	Age range	# registrants
Young Artist Studio	age 4-6	81
Young Artist Studio (short weeks)	age 4-6	23
Mixed Media Mashup	age 7-12	87
Mixed Media Mashup (short weeks)	age 7-12	20
Full Day Artist Studio	age 7-12	16
Full Day Theatre Studies	age 7-12	12
Total		239

Fall classes started on September 22nd.

Classes for Children & Teens			
Abstract Ideas & Mixed Media, Age 4 – 6	Saturdays	9:00 am – 11:00 am	Sept 29 – November 24
Art Through the Ages, Ages 7 – 10	Saturdays	11:30 am -1:30 pm	Sept 29 – November 24
Colour Around Us, Ages 11 – 15	Saturdays	2:00 pm – 4:00 pm	Sept 29 – November 24
After School You Can Uke It!, Ages 8+	Tuesdays	4:30 pm – 5:30 pm	Sept 25 - November 13
Classes for Adults (16+)			
Drawing, Sketching, Pen & Ink	Mondays	6:30 pm – 8:30 pm	Sept 24 - November 19
Wood Carving	Mondays	6:30 pm – 8:30 pm	Sept 24 - November 19
Ukulele for Beginners	Tuesdays	6:30 pm – 7:30 pm	Sept 25 - November 13
Beginning Guitar	Tuesdays	7:45 pm - 8:45 pm	Sept 25 - November 13
Start Painting Now with Acrylics!	Tuesdays	6:30 pm – 9:00 pm	Sept 25 - November 13
Expand Your Horizons in Acrylics Level 2	Thursdays	6:30 pm – 9:00 pm	Sept 27 - November 15
Exploring Watercolours (Intermediate/Adv)	Thursdays	10:00 am – 12:30 pm	Sept 27 - November 22
Exploring Watercolours (Intermediate/Adv)	Thursdays	1:30 pm – 4:00 pm	Sept 27 - November 22
Watercolours: Basics & Beyond	Thursdays	7:00 pm - 9:00 pm	Sept 27 - November 22
Creative Photography	Thursdays	6:30 pm - 8:30 pm	Sept 27 - November 1
Open Studio	Tuesdays	10:00 am – 3:00 pm	Sept 25 – November 13
Short Courses & One-Day Workshops for Adults (16+)			
NEW! The Process of Portraiture	Saturday	10:00 am – 4:00 pm	September 22
Traditional Glaze Oil Painting	Wednesdays	6:30 pm – 9:00 pm	Sept 26 – October 24

COMMUNITY RENTALS

Making the beautiful spaces within the Centre available to community groups, individuals and businesses, is an important aspect of the services the Centre provides to the community. The Centre is used by a diverse group or organizations that rent space.

Aurora Community Band
Aurora High School
Aurora Museum & Archives
Canadian Federation of University Women
Children's Aid Society York Region
CIBC
Edward Jones
Irina Poljakova, piano recital
Judith Thompson-Bouchard, piano recital
Pastel Artists of Canada
Paul Lynham, piano recital
Private booking
RBC
Sandgate Women's Shelter
Soroptimist Intl York Region
SOYRA
Watsons Family Karate School
Windfall Ecology
York Region Addiction Services
York Region Community & Health
York Region Corporate Services
York Region District School Board

ACTIVITY STATS YTD Q3 2018

	2018	Q1	Q2	Q3
1	Educational Programs	19	15	33
2	Volunteer hours donated	841	900	711
3	Art Exhibitions	4	3	3
4	Art Receptions & Artist Talks	8	33	6
5	Artists Exhibited	125	21	73
6	Gallery Tours	0	6	13
7	Performing Arts Events	5	5	1
8	Free Community Events	2	0	2
9	Public Meeting	0 (held in April)	2	1
10	Visitors	5763	6955	6840

FINANCIAL STATEMENTS

Please see Q3 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 June 2018 (Q3).

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
	- *and during special events*	
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 – Q2 at end of June 2018

EXECUTIVE		**DIRECTORS**
President	Craig Mather	Damien Chan
Vice President	Eric Acker	Heidi Franken
Treasurer	Laura Hostick	Sharon Kelly
Secretary	Karen Johnston	Michael Kennedy

EX OFFICIO TOWN OF AURORA DIRECTORS*

Director	Councillor Wendy Gaertner
Director	Councillor Tom Mrakas

COMMITTEES OF THE BOARD OF DIRECTORS

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

MEETINGS

The Board of Directors meet 10 times per year and committees meet 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 Doors Open and Culture Days are so important to what we do in concert with the professional programming and education classes. We were proud to host the Scarborough Model Railroaders and Shaw Percussion at the events to bring more awareness to how one can be involved in their community and with the arts.

Respectfully Submitted,

Suzanne Haines
Executive Director

*www.auroraculturalcentre.*ca
Follow us on Facebook, Twitter & Instagram

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Aurora Cultural Centre Strategic Plan Report
YTD Q3 2018: January-September 2018

This report includes January – September 2018 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	STRATEGIES	Jan-Sept 2018	Annual KPIs
a) Establish a recognized professional performing arts presenting program	• Strategically increase programming in popular music, classical music, family/children's performances, and theatre • Build programming for in school • Develop partnerships for offsite and site specific performances	• 20 events • Addition of a Toddler series • First puppetry event • Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest. • Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings	• Increase in the number and diversity of performing arts events (2017 = 13 events) • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	• Develop relationships with all school boards on Mayor's Celebration for Youth Arts. • Develop guidelines and policy governing how group exhibitions are programmed • Develop curated/curator tour program for each exhibit • Promote fine art sales in professional gallery shows to the community	• Initiated developing guidelines group exhibitions • Research on best practices of tours and promoting educational activities • YTD: Tours, 297 participants • New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors. • Increased new audience exposure for Rebecca Last's reception held in conjunction with Doors Open (568 visitors). Interaction with visitors from outside local area - Toronto, Brampton, Mississauga	• 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

c) Be a venue for artistic education that offers unique experiences professional instructors	• Program educational classes with artistically trained instructors • Offer a diversity of classes that complement and build on Town access programs • Build new educational synergies with other ACC programs • Build new educational opportunities during school closures for adults, children and youth	• In conversation with town about who will program what level to ensure full spectrum is offered • Researching PA day programs, all-day summer camps, Adult summer classes • Developed over the summer "The Art of Japanese Ink Painting (Sumi-E) class to take place in the Fall 2018 season. • Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August.	• Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys • 80% overall enrollment in programs/demand

GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	STRATEGIES	Jan-Sept 2018	Annual KPIs
a) Build Aurora Cultural Centre brand awareness and brand recognition	• Advocate for highly visible signage for the venue with Aurora Cultural Centre programming • Create corporate partnerships to build brand awareness and recognition • Create awareness that culture is an integral part of community life • Establish current brand as a highly-regarded destination for professional visual and live performing arts programming • Create awareness of community engagement and outreach programming • Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct • Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.	• Temporary Outdoor sign approved by Council. Permanent sign will be part of signage strategy for the cultural precinct. We continue to work with Town staff on specifications. • Research and quote now in-house for fabric banners to update outdoor standards on front side of building and a selection of the banners fixed to the building on the north side; design and printing to happen in Q4 • Planning Family Day 2019 with TOA to create synergistic programming • Completed comprehensive audit of professional performing arts/drama/music/gallery venue marketing collateral to gather information on best practices in advance of the creation of our own in-house 2018-19 Professional Arts Season brochure. Distributed to 20K households on September 13 through The Auroran. Will be distributed in Globe & Mail	• 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 • Increase visitors to the venue (baseline 30,000 in 2017)

b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities	• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora • Build relationships with ethnic media • Reach out to real estate professionals and housing developers • 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	• AHS Newcomer Tour to end with ACC and an outline of our programs • Participation in the Multicultural Festival	• 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
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	• Build high performing website • Generate visibility and brand recognition through e-marketing and social media • Build and leverage relationships with local media • Implement more advertising as budgets permit • Develop and implement volunteer docent program • Invite volunteers from corporate community • Engage in increased government relations with MPs MPPs, Councillors and Mayor • Work with Town to promote success of new Cultural Precinct	• Website Process started Q2 and continuing through Q3 & Q4 • Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline • Update Trip Advisor online listing and obtain marketing collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON • New schedule of regular updating of Google listing, with timely posts and new photographs. • Taking over Admin of Centre's LinkedIn page from Frank P. • Two FB ad campaigns completed in September o "Saturday Art Classes for Children" (Sept 14 – 21); 14 event responses; 1903 impressions, $2.86/event response o "From Drawing & Sketching…." Adult classes; 30 Link Clicks; 1433 impressions, $0.38/link click • RBC Foundation announcement on September 26; media release to media list, Mayor & Council and key Town of Aurora staff, Centre staff & Board, MP,	• Growth in media coverage • Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors

		MPP; e-blast to 1710 on database; 42% open rate • Highly successful Twitter & Instagram campaigns with Ontario Culture Days; Meredith from the organization came to our Global Beats Petting Zoo, participated and Tweeted/'Grammed out. This was captured in a round-up from Ontario Culture Days showcasing highlights from around the province. • 5 targeted Constant Contact campaigns during September, averaging 41% Open Rate and further 14% click rate • . This quarter month on Google, we increased: o Direction requests by 180% o Website visits by 23% o Photo views (3.45K) by 20% • Demographics - Top 5 communities who accessed our website in September: o Aurora (28%), Toronto (19%), Newmarket (14%), Richmond Hill (5%), Markham (3%) • Device usage o Desktop (53%), Mobile (35%), Tablet (12%) • Acquisitions o Organic Search 48% o Direct Search 42% o Referral 6% o Social Media redirect 4%	

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	STRATEGIES	Jan-Sept 2018	Annual KPIs
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	• 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	• Reworked partnerships with Pine Tree Potters and SOYRA • Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours.	• Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more access to

	• Proactively maintain solid relationships with partners		funding and/or revenue generation • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
b) Support building a Cultural Leadership Team	• Identify and engage with professional arts, cultural and heritage institutions in Aurora • Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan	• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan	• 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	• Identify community arts providers • Identify criteria for involvement with the ACC • Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan	• List of community arts providers assembled	• 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.	• Create an inviting, inclusive and participatory gathering place where community meets culture • 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	• Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation • Extended customer survey to outside current market to gain broader feedback	• 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

aurora cultural centre

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

OBJECTIVES	STRATEGIES	Jan-Sept 2018	Annual KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	• Create opportunities for corporate co-branding • Launch an updated corporate sponsorship program • Research and apply for Corporate Foundation grants	• 2 new corporate sponsors in place • 1 new corporate donor with 2-yr commitment	• Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs
b) Implement individual philanthropic gift fund raising program	• Gather and analyze information on current patrons • Revitalize individual gift program • Create a base of supporters that make an annual gift • Stewardship of every level of gift • Develop & Implement legacy/planned giving program	• Analysis of current patrons complete • Major gift received • New campaign for classical music launched for annual donors	• Audience database in place • Increase individual gifts to meet annual organizational needs
c) Increase government funding	• Proactively seek funding from all levels of government o Federal: Canadian Heritage, Canada Council for the Arts o Provincial: Trillium Foundation, Ontario Arts Council o Municipal: Town of Aurora	• Canadian Heritage funding secured	• Secure federal and provincial grants related to arts and cultural programming • Secure funding to adequately support annual operational needs
d) Grow operational reserves	• Budget conservatively to allow windfalls to build reserve • Marketing strategies to generate additional revenues through participation	• $5000 transferred to contingency reserve in 2017	• 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	STRATEGIES	Jan-Sept 2018	Annual KPIs
a) Continuously review progress of Strategic Plan implementation	• 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	• Staff outlined work plans in all areas of operations for the four years of the strategic plan • Staff report to the Board includes strategies initiated and KPIs achieved	• Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best implement Strategic Plan	• Review organizational effectiveness and structure to deliver new strategic plan • Foster a culture that embraces change and opportunity • Develop a succession plan for the Executive Director for emergency and long term • Develop and implement compensation system	• Human Resource plan developed to support the strategic plan • Board developed ED succession plan • First phase of compensation program developed • Review all Board and operational policy	• 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
c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan	• 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	• 2018 Board self-evaluation complete • Risk assessment initiated and report to the Board quarterly • Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, Leona Alleslev BBQ etc)	• 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

	• Build Board visibility at Aurora Cultural Centre and community events		
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	• Maintain status with Imagine Canada • Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)	• In progress on re-accreditation of Imagine Canada • August TYD reporting 84% programming to 16% administrative costs	• Attain reaccreditation of Imagine Canada in 2019 • Excellent fundraising/expense ratios published on CRA website • Maintain charitable status

Driving the Town of Aurora's Cultural Mandate Forward

The Aurora Cultural Centre's mission states the desire and expectation that we will participate in leadership to support the Town's goals. The mission states "As a partner of the Town of Aurora, we play a leading role in the realization of their cultural objectives."

Town of Aurora Cultural Master Plan

Strategic Direction 1: Define the Municipality's Role and Build Partnerships

Strategies:

- Address Administrative and Resource Requirements to Implement the Plan
- Build and Sustain Public, Private and Community Partnerships

The Aurora Cultural Centre has a strong relationship with the Town in the Provision of Cultural Services agreement. Through relationship management, has continued to build alliances and partnerships with the Town departments and within the cultural sector.

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategies:

- Leverage Cultural and Heritage Resources to Support Downtown Revitalization
- Grow Aurora's Creative Cultural Industries
- Expand Tourism

The programs at the Aurora Cultural Centre define the professional performing and visual art programming for the community. Establishing strong artistic programming in both presentation and education has drawn patrons from across York, Simcoe, Dufferin, and the Greater Toronto Region to the programming. This supports tourism objectives and promotes Aurora as a community with vibrant artistic and cultural services for employers and employees to enjoy. It further supports indirect economies in retail, restaurants, transportation, and travel industries.

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Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategies:

- Strengthen Collaboration Among Cultural and Heritage Groups
- Increase Awareness of Cultural Resources
- Build on Current Activities to Strengthen Festivals and Events

The Aurora Cultural Centre is a hub of activity for Arts and Culture with the facility being used for cultural activities by a variety of artistic and culturally specific groups; and its professional staff being recognized and sought out to participate throughout York Region and beyond in policy discussions, cultural leadership opportunities, and other events that grow cultural industries and outcomes.

Strategic Direction 4: Enhance Access to Cultural Resources

Strategies:

- Respond to the Cultural Aspirations of an Increasingly Diverse Community
- Promote Participation in Cultural Activities Across the Community
- Address the Needs of Youth and Seniors in the Community

As seen in the above programming, the Aurora Cultural Centre responds to diversity in many forms including presentation in our professional series across ethnicities, cultural boundaries, genres of art, and age to include youth, adults and seniors.

Town of Aurora Music Strategy

Strategic Direction 1: Support an environment friendly to music creators

Strategies

- Promote professional education programs
- Access to rehearsal space for artists
- Fair compensation for performers

The Aurora Cultural Centre enables all three of these areas. Professional and community artists use the resources of the venue to practice and perform, and the expertise of ACC staff to learn about the business of the arts. The Aurora Cultural Centre pays all professional artists at fair market rate for a performing arts hall of comparable size. Artists receive fair compensation, hospitality, and travel & accommodation (when applicable) as is the best practice for the industry. While our music training at the Centre is limited to pre-professional adult classes in string instruments, the for profit music schools use the venue to rehearsal and showcase their artists. There is also a new opportunity for Aurora graduating youth to perform as part of the Mayor's Celebration of Youth Arts in February annually.

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Strategic Direction 2: Encourage the business of Music in Aurora

Strategies

- Bylaws and regulation
- Creation of a business networking website
- Access to civic venues and Town-sponsored programs
- Creation of a physical music hub

The Aurora Cultural Centre operates out of the Town owned Heritage facility, 22 Church Street which is an open venue for use by the community. Brevik Hall is used most often for musical activities however we have hosted events in almost every corner of the facility. Free community events often host community and professional groups to showcase talent and culturally specific art forms for the community to explore, try, and better understand the complexity and diversity of our artistic community. The Aurora Cultural Centre currently serves as a cultural hub where music plays year round. As the Town contemplates adding infrastructure to the facility, Aurora Cultural Centre staff (along with other cultural partners) have participated in roundtable discussions with Town staff and consultants on operational and programming opportunities to enable synergies between community, professional, youth, student, and various disciplines that will find themselves in the space at a given time.

Strategic Direction 3: Promote Aurora's music scene locally

Strategies:

- Music Tourism

The Aurora Cultural Centre has created a relationship with the Town of Aurora to promote all events through the Town of Aurora's Program Guide for a fee. This has allowed the Aurora Cultural Centre programming to be more visible to a greater population. Brevik Hall with 150 seats hosts diverse programming that fills the hall a majority of the time. It is important to the Aurora Cultural Centre to continue to build audiences for emerging and established artists, while introducing the community to new artists they would never have heard of. The Aurora Cultural Centre also offers marketing support through our website to all artists renting the space. The economic impact of bringing these artists to the community resonates in salaries and consumer spends in complementary industries (food services/parking/fuel/hotel/shopping etc).

Strategic Direction 4: Foster alliances with other music cities

The Aurora Cultural Centre has relationships with artistic production and presentation organizations across Ontario, Canada and internationally as we bring artists to the community. These relationships foster understanding of what it means to present music in a small venue. Artists from across the world see Aurora as a beneficial stop in their tour because it is close to Toronto and the intimate venue gives them a very appealing opportunity to reach out to

audiences up close. As the Town continues to develop this strategy, relationships built by the Aurora Cultural Centre can bring new opportunities and partnerships to the community.

Strategic Direction 5: Implement a process for monitoring progress and measuring success
This strategy talks about creating a base line to understand the music practitioner, producer and presenter community. The cultural mapping done in 2014 can provide an understanding of organizations that have musical elements of their programming. Identifying local artists is something the Aurora Cultural Centre continues to do through our programming and relationships.

Respectfully Submitted by

Suzanne Haines, Executive Director
Aurora Cultural Centre

CHURCH STREET SCHOOL CULTURAL CENTRE

O/A AURORA CULTURAL CENTRE

STATEMENT OF FINANCIAL POSITION

	(unaudited) 2018 At Sept 30	(audited) 2017 at Dec 31
ASSETS		
Cash	443,083	308,743
Amounts Receivable	15,613	2,550
Prepaid Expenses	7,675	4,872
	466,371	**316,165**
Capital assets	13,217	13,217
	479,588	**329,382**
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	19,404	28,071
Revenues received in advance	48,364	28,919
Deferred grants	109,025	0
	176,793	**56,990**
Deferred contributions	4,744	4,744
	181,537	**61,734**
NET ASSETS		
Unrestricted	76,037	45,634
Internally restricted	213,541	213,541
Invested in capital assets	8,473	8,473
	298,051	**267,648**
	479,588	**329,382**

CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
9 Months Ended Sept 30

	(unaudited) 2018	(unaudited) 2017	2018 Budget	2018 Projection to YE
REVENUES				
Grants - Town of Aurora operating grant	311,775	302,922	415,700	415,700
Grants - other	27,855	43,371	45,000	32,414
Programs	158,958	157,924	228,635	226,908
Fundraising, donations and sponsorships and other	65,044	35,632	44,000	79,149
	563,632	**539,849**	**733,335**	**754,171**
EXPENDITURES				
Salaries and Benefits	375,066	327,365	506,287	506,287
Programs	117,555	111,683	157,097	176,791
Office, telephone, equipment leases, bank charges	24,934	20,620	36,440	37,107
Professional fees	13,861	8,718	15,500	18,500
Fundraising	2,231	1,170	5,211	4,211
Trillium Foundation	0	47,946	0	-
Insurance	8,317	10,404	12,800	12,800
	541,964	**527,906**	**733,335**	**755,696**
EXCESS(DEFICIENCY) OF REVENUES OVER EXPENDITURES	**21,668**	**11,943**	**- -**	**1,525**
Amortization	5,276	8,407	5,276	5,276
NET POSITION	**16,392**	**3,536**	**- 5,276**	**- 6,801**
NET ASSETS - Beginning of period	276,383	286,828		
NET ASSETS - End of period	298,051	298,771		

CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE

STATEMENT OF CASH FLOWS 9 Months Ended Sept 30	(unaudited) 2018	(unaudited) 2017
OPERATING ACTIVITIES		
Excess of revenues over expenditures	21,668	11,943
Expenditures not requiring cash:		
Amortization	5,276	8,407
	26,944	**20,350**
Non-cash working capital items:		
Amounts receivable	-13,063	33,956
Prepaid expenses	-2,803	4,075
Accounts payable and accruals	-8,667	-9,912
Revenues received in advance	19,445	-26,716
Deferred grant	109,025	83,818
	103,937	**85,221**
Deferred contributions	0	0
INVESTING ACTIVITIES		
Acquisition of capital assets	0	-2,791
INCREASE/(DECREASE) IN CASH	**134,340**	**124,299**
CASH - Beginning of period	308,743	286,690
CASH - End of period	**443,083**	**410,989**

CHURCH STREET SCHOOL CULTURAL CENTRE

O/A AURORA CULTURAL CENTRE

NOTES TO INTERIM FINANCIAL STATEMENTS (PREPARED BY MANAGEMENT - UNAUDITED)

1. NATURE OF ORGANIZATION

The Organization has been established in the town of Aurora to deliver a diverse range of inspiring artistic, music and heritage programs, and to promote Aurora as a dynamic community that values the creative contributions of its citizens. The Organization also works to showcase local, emerging and established talent for the community to enjoy. The Organization was incorporated, without share capital, in the province of Ontario on April 22, 2009, and qualifies as a charitable organization under the Income Tax Act and is exempt from income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

These interim financial statements have been prepared in accordance with the requirements of Canadian accounting standards for Not-for-Profit Organizations. The interim financial statements should be read in conjunction with the annual audited financial statements for the year ended December 31, 2017, which have been prepared in accordance with Canadian accounting standards for Not-for-Profit Organizations.

The accounting policies applied in these interim financial statements are consistent with the significant accounting policies used in the preparation of the annual financial statements for the year ended December 31, 2017. These policies have been consistently applied to all periods presented.

a) Revenue recognition:

The Organization follows the deferral method of accounting for revenues. Unrestricted revenues are recognized when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenditures are incurred. Ticket, program and facility revenues are recognized as revenues when the event has occurred and collection is reasonably assured.

b) Contributed services:

A substantial number of volunteers have made significant contributions of their time to the Organization's operations. While these services benefit the Organization considerably, these contributed services are not recognized in the financial statements.

c) Amortization:

Computer equipment 3 years

Music instruments 10 years

Leasehold improvements term of the lease

In the year of acquisition or disposal, amortization is recorded at 50% of the annual rate, except for leasehold improvements.

d) Management's estimates:

The preparation of the interim financial statements in conformity with Canadian accounting standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates. In preparing the interim financial statements, the significant estimates made by management include those that applied to the annual financial statements for the year ended December 31, 2017. The Organization did not have any significant changes in estimates and judgments as those that applied at year end.

e) Financial instruments:

The fair values of cash, amounts receivable, accounts payable and accruals, revenues received in advance, and deferred grants are approximately equal to their carrying values. It is management's opinion that the Organization is not exposed to significant interest risks arising from the financial instruments.

On June 12, 2018, $193,541 of the internally restricted cash in reserves was invested in a one (1) year cashable GIC at 2.1%

3. INTERNALLY RESTRICTED NET ASSETS

The Organization's internally restricted net assets consist of the following as at September 30, 2018:

Balance - beginning of year	**210,940**
Funds restricted - Classical Music Series	68,541
Funds restricted – Contingency	125,000
Funds restricted - Special Projects	20,000

Balance – September 30, 2018 **213,541**

The purpose of the Classical Music Series fund is to disburse funds for the Organization's future Classical Music series.

The purpose of the Contingency fund is to provide the Organization with sufficient working capital should the Organization experience a significant decline in future funding, or to facilitate an orderly wind up of the Organization's operations in the event that the Organization will not be able to continue with its day to day operations. Disbursements made out of this fund may only be approved by the Board of Directors. There have been no restrictions made to this fund in the current year. The purpose of the Special Project Reserve Fund is to provide the Organization with sufficient funds for various projects as determined by the Board of Directors.

4. ECONOMIC DEPENDENCE

The Organization's revenues, substantially derived from a grant is received from the Town of Aurora. A Provision of Cultural Services Agreement with the Town of Aurora effective January 1, 2013 stipulates that the Organization should make an annual request for grant funding to Council in accordance with the Town's current budget guidelines and requirements and shall be subject to Council approval. This agreement is in effect until December 31, 2027. In addition, the annual facility rent payable under the lease with the Town of Aurora is $1 per annum. This agreement is in effect until December 31, 2027. The Town may at any time terminate these agreements while providing the Organization with six months' notice. The Organization is dependent on this grant and lease for its continued existence and ability to carry out its normal activities.

5. COMMITMENTS AND CONTINGENCIES

The Organization did not have any reportable commitments or contingencies as at September 30, 2018.

6. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified in order to conform with the basis of presentation adopted in the current period.

aurora
cultural
centre

December 12, 2018

To: The Directors of the Church Street School Cultural Centre

This is to advise the Board of Directors that to the best of my knowledge I can state to you that we did not receive any material complaints from stakeholders or the general public during Q3 of 2018.

Suzanne Haines
Executive Director