



Managerial Commentary Aurora Cultural Centre – Q3 2019

Introduction

The Aurora Cultural Centre shifts energy during the summer months. Events slow down as residents spend more time outdoors on the weekends and families join us for our summer camps. This year we hosted weekly summer camps with increased registrations.

The summer 'down-time' allowed us to focus on and complete our IT transition, e-commerce, website, and re-branding projects. A technical marvel for us, we completed all components of our new website, e-commerce, and migration to link up with the Town IT services in July. Patrons could buy tickets and register for classes and no-charge educational events through our new online portal. In Q3, we saw an increase of 31% in new patrons and online sales from 52-75% for particular programs.

We continued to host our special event, Doors Open with the Town and our family performance of Snow White, the last performance in our series for the previous season. Galleries opened the 2019-2020 Professional Arts Season in August with Pine Tree Potter's 40 anniversary art exhibition and sale, View from the Pines, and Light Grows the Tree, an photography exhibition of Black Artists from all artistic disciplines. The conversations we have throughout the year show us that our community builds and embraces such strong artistic product and voices.

September launched the months of work on our Kaleidoscope in the Schools program with a fully populated professional development program for Aurora elementary school teachers. The success of this first delivery left us poised to be in the schools throughout the year. See attached the infographic summary of our professional development experience.

Planning for the new Library Square project and its impact on the Aurora Cultural Centre continues to be a focal point for the Board of Directors and Staff. Staff have participated in move management planning and in consultative roles on functional operational issues of the new venue when requested. We look forward to witnessing the next stage of consideration by Council in the coming months.

Please review the following report, which outlines our operations from July – September 2019. We continue to be a strong advocate for the community to celebrate their sense of place, home, and connection through the arts by delivering exceptional artistic experiences for the community.

THANK YOU TO OUR SUPPORTERS



***A SNAPSHOT OF AURORA CULTURAL CENTRE Q3 OPERATIONS
July – September 2019***

PERFORMING ARTS EVENT SERIES

Date	Artist/Event	Series	Genre
AUGUST 20 TH	SNOW WHITE	KALEIDOSCOPE	FAMILY

SPECIAL EVENTS

DOORS OPEN – AUGUST 17, 2019 FROM 10AM – 4PM

"Play with Clay" with Pine Tress Potters Guild - try hand-building with clay in the Red Gallery
Aurora Museum & Archives with outdoor tent display, along with Library Square development
Town of Aurora in Brevik Hall with Scarborough Model Railroaders

GALLERY PROGRAMS

EXHIBITIONS

WE ARE STILL HERE

Deron Ahsén:nase Douglas

May 9th – August 3rd, 2019

Ways of Seeing educational events:

Alla Prima Portrait Painting Demo – July 10th, 6-7:30pm

PORTLAND

Jon Oelrichs

June 1st – August 24th, 2019

Ways of Seeing educational events:

Jon Oelrichs in Conversation – July 17th, 1:30-3pm

Guided Tour with Curator – August 14th, 1:30pm

VIEW FROM THE PINES

Pine Tree Potters Guild

August 10th – September 28th, 2019

View from the Pines is a juried group exhibition of fine ceramic new works by over 40 members of the Pine Tree Potters' Guild. Distinguished juror's Janna Hiemstra, Executive Director of Craft Ontario and Angelo di Petta, internationally renowned ceramic artist, will assess work according to craftsmanship, excellence of design and originality. Reviewing over 90 submissions, the jury selected 48 pieces of art of the exhibition that reflect fine craftsmanship, excellence of design and originality.

The exhibition celebrates the 40th anniversary of the guild with free special events planned during this exhibition for the public. In addition to wheel throwing demonstration, there will be opportunities for the public to play with clay at hand building events.

As part of the Guild's 40th Anniversary, members were given the opportunity to collaborate and have fun creating Garden Totems. All artwork is available for purchase.

Docents in the Gallery

Docents from the Pine Tree Potters' Guild will be in the galleries throughout the summer to greet visitors and discuss their creative process and their 40th Anniversary show, *View from the Pines*.

- Fri. Sept. 6 | 1 p.m. to 4 p.m. with Josee Pirri
- Thur. Sept. 12 | 11 a.m. to 1 p.m. with Paoletta DiFillipis
- Sat. Sept. 14 | 1p.m. to 4 p.m. with Rhonda Uppington
- Wed. Sept. 18 | 1 – 4 p.m. with Jane Whitaker
- Thur. Sept. 19 | 11 pam. to 1 p.m. with Paoletta Di Fillipis
- Sat. Sept. 21 | 1 p.m. to 4 p.m. with Rhonda Uppington
- Tues. Sept. 24 | 1 -4 p.m. with Diane Jupp

- Sat. Sept. 28 | 10 a.m. – 1 p.m. with Cheryl Milne, 1 p.m. to 4 p.m. with Brenda Zysman

Exhibition Events

Artist Reception and Award Ceremony

Wednesday August 14th | Red Gallery 6:00pm to 8:00pm

Art Demonstrations

Play with Clay | Saturday August 17th | 10:30am to 3:30pm

Pine Tree Potters’ Guild invites you to “play with clay” and discover the beauty of working in this art form. All welcome. Free event.

Hand Building Workshop | Saturday September 28th | 1:00pm – 4:00pm

A unique opportunity to play with clay and learn hand building techniques. Members of the Pine Tree Potters’ Guild will show you how. Join potters Teresa Dunlop, Donna Fegan, Cathy Harris, Mary Jane Omand, Katherine X-Pavlou on this exciting day.

Wheel Throwing Demo | Saturday September 28th | 1:00pm – 4:00pm

Experience this exciting wheel throwing demonstration during our Culture Days celebration.

Facilitated by Pine Tree Potter Sheena Griffith. All welcome. Free event.

Light Grows the Tree

August 31st- November 23rd

Light Grows the Tree is a group exhibition that documents a community of Black artists, writers, curators and collectors in Toronto. Taken by four photographers over two months, these portraits bring visibility to the Black arts community. Curator Liz Ikriko states, “Just as a tree needs light to grow, this community requires attention to focus and develop. In this first chapter, Light Grows the Tree begins the process of acknowledging those who have been the life force of Black arts in Toronto.”

EDUCATIONAL PROGRAMS

2019 Summer Educational Programs

A,Bee, C’s of Art; Ages 4-6	Jul 2-5
A, Bee, C’s of Art; Ages 7-12	Jul 2-5
Musical Theatre	Jul 2-12
Art & I; Ages 4-6	Jul 8-12
Art & I; Ages 7-12	Jul 8-12
Art Time Travel; Ages 7-12	Jul 15-19
Animation Exploration; Ages 4-6	Jul 22-26
Animation Exploration; Ages 7-12	July 22-26
Globetrotting with Art; Ages 7-12	Jul 29-Aug 2
Act It Out! Ages 6-10	Jul 22-26
Art Experiments; Ages 7-12	Aug 6-9
Outer Space & Art Exploration; Ages 4-6	Aug 12- 16
Outer Space & Art Exploration; Ages 7-12	Aug 12- 16
Act It Out!; Ages 6-10	Aug 12-23
Colour Around Us; Ages 4-6	Aug 19-23

Classes for Children/Teens

Around the World with Art with Danielle Zafirovski (B.F.A., B.Ed.)	Ages 4-6
Famous Artists & Their Styles with Danielle Zafirovski (B.F.A., B.Ed.)	Ages 7-10
A Journey Through Art & Time with Danielle Zafirovski (B.F.A., B.Ed.)	Ages 11-15
PA Day Programs with Elaine Smith (B.A., B.Ed.) September 23	Ages 4-12
PA Day Programs with Elaine Smith (B.A., B.Ed.) October 21	Ages 4-12
PA Day Programs with Elaine Smith (B.A., B.Ed.) November 14	Ages 4-12
You Can Uke It! With Anthony Clayton (B.A., B.Ed., Orff)	Ages 8+

Classes for Adults (16+)

- Open Studio
- Drawing & Sketching with Khatcho Yazedjian
- Wood Carving with Marlene Ash
- Ukulele for Beginners with Anthony Clayton (B.A. Hons., B.Ed., Orff)
- Beginning Guitar with Anthony Clayton (B.A. Hons., B.Ed., Orff)
- Start Painting Now with Acrylics! With Helen Walter (B.A.A.)
- Expand Your Horizons in Acrylics Level 2 with Helen Walter (B.A.A.)
- Watercolours: Basics & Beyond with Kathryn Christensen (B.F.A.)
- Exploring Watercolours with Nancy Newman (B.A.) (Intermediate/Advanced)
- Photography with Steve Somerville

Short Courses/One-Day Workshops for Adults (16+)

- The process of Portraiture with Kathy Marlene Bailey (B.A., Art Ed.)
- The Art of Calligraphy with Salman Khattak
- Traditional Glaze Oil Painting with Kathy Marlene Bailey (B.A. Art Ed.)
- NEW!** Hand Building 101 with Linda Szoldatits (PTP)
- NEW!** Autumn Leaves in Watercolour with Michael Spillane
- NEW!** Make Your Own Stained Glass Holiday Ornament with Siobhan Lynch
- NEW!** Holiday Card Making with Selina Merali

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. Summer months typically have fewer rentals. Groups informed us that they could negotiate free and/or access to lower rates in other venues, which will impact the market for rentals at the Aurora Cultural Centre.

Addiction Services of York Region	Sandgate Woman’s Shelters
York Region Long Range Planning	SOYRA
Aurora Community Band	Third Age Learning
Aurora Museum	

ACTIVITY STATS YTD Q3 2019

	2019	Q1	Q2	Q3
1	Educational Programs	20	15	35
2	Volunteer hours donated	533	376	435
3	Art Exhibitions	5	4	4
4	Art 'Ways of seeing' and receptions	15	5	6
5	Artists Exhibited	106	6	38
6	Gallery Tours	0	2	12
7	Performing Arts Events	5	6	1
8	Free Community Events	1	0	1
9	Public Meeting	0	2	1
10	Visitors	5578	6740	6178

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 September 2019 (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	Monday to Saturday - <i>and during special events</i>	9:00 AM – 4:00 PM
Events	7 days per week	as required
Classes	Mon-Thurs, Sat	and as required
Community Facility Rentals	7 days per week	as required

AURORA CULTURAL CENTRE STAFF

Executive Director	Suzanne Haines
Administration & Operational Services Manager	Carol Sharp
Communications & Events Manager	Jane Taylor
Gallery Manager	Clare Bolton
Education & Outreach Manager	Leanne DiMonte
Volunteer & Visitor Services Coordinator	Katie Epp
Gallery, Event & Marketing Coordinator (on leave)	Stephanie Nicolò
Administrative Assistant	Jennifer Marrocco
Facility Supervisor	Laura Beaton, Andrea Compton, Christina DiPaola
Facility Supervisor and FOH Manager	Emma Kakush

Arts Camp Supervisor
Summer Camp Senior Counsellor

Summer Camp Junior Counsellor

Amanda Roy
Cassandra Tremblay, Emma Kakush,
Nicole Basso
Emma Cavaliere

BOARD OF DIRECTORS – Q3 at end of September 2019

EXECUTIVE

President	Eric Acker
Treasurer	Laura Hostick
Secretary	Sharon Kelly

DIRECTORS

Nicole Asquith
Nitin Bagga
Damien Chan
Michael Kennedy
Victoria Kinniburgh
Amy Lane
Christopher Mercer
Parisa Sabet Sarvestani
Councillor Wendy Gaertner*
Councillor John Gallo*

*Ex officio Town of Aurora Directors

COMMITTEES OF THE BOARD OF DIRECTORS

Executive Committee
Finance & Audit Committee

Governance & Nominating Committee
Fund Development & Outreach 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 bookkeeper'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

Ontario Arts Council

Ontario Trillium Foundation

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

The third quarter was busy and full at the Aurora Cultural Centre, generating opportunities for community growth, connection, and dialogue through our diversity of fine arts and performing arts experiences and classes. As we move out into the community with Kaleidoscope in the Schools, we extend our home for Aurora to celebrate and reflect on this community as a connected community.

Respectfully Submitted,

Suzanne Haines
Executive Director

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

KALEIDOSCOPE IN THE SCHOOLS TEACHER FEEDBACK



Only 18% of teachers have received training in the arts curriculum, while 82% say they have not received any training at all.

87%

Teachers were surveyed following the professional development workshop and 87% claimed that our session increased their confidence by a significant amount.



Classroom At A Glance

We surveyed Kindergarten to Grade 4 teachers and discovered the following information:

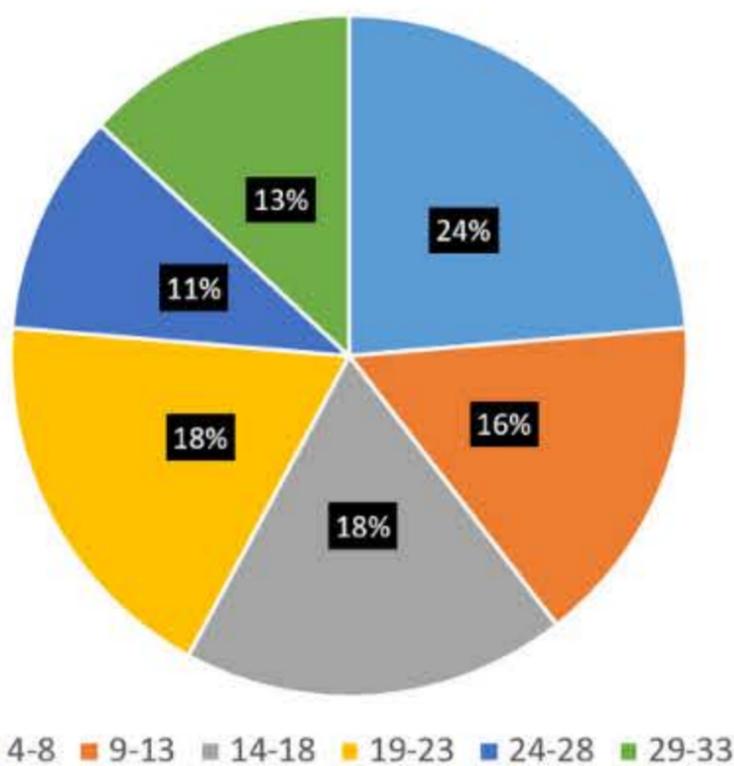
Economic background of classroom students

16% Students from varied income families

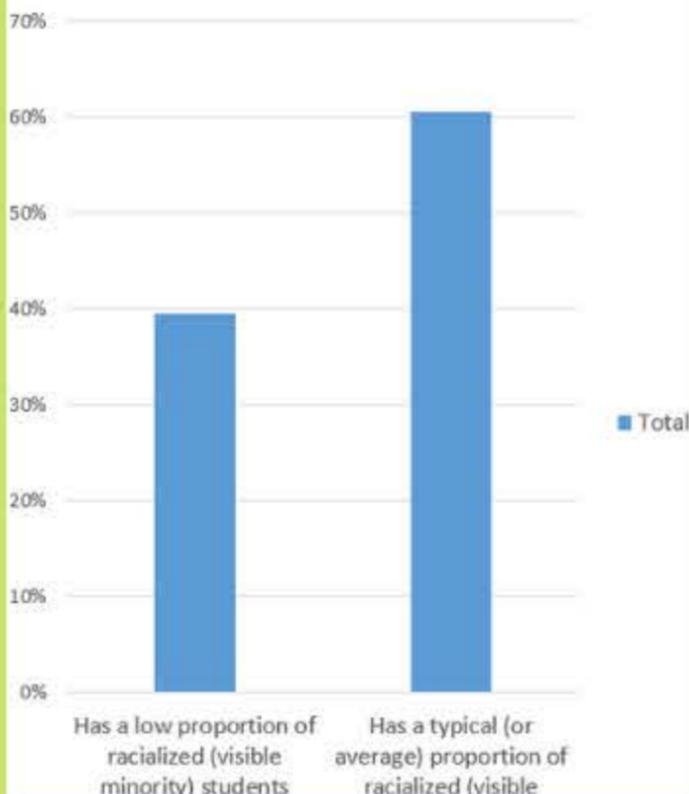
74% Students from middle income families

11% Students from higher income families

Years of Teaching



Classroom Diversity



Teachers Comments

"It opened my eyes to the arts and by incorporating it into my daily teachings it will benefit the students."

"Great job! Excited to see where this goes!"

"Fantastic! Thank you!"

"Fun and Motivating!"

"Amazing!"





Aurora Cultural Centre Strategic Plan Report YTD Q3 2019: January-September 2019

This report includes January – June 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-Sept 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 4 productions for grades JK-4 to be implemented in Aurora schools • 2019 KITS presentations are in October and November. • 2018 survey results = 91.6% of patrons either extremely satisfied or satisfied with programming • KITS: Relationships with YRDSB and 10 of 10 elementary schools, YCDSB and 5 of 5 elementary schools, and 1 of 1 French Catholic elementary school • Planning completed for additional Summer 2020 programming focused on singer-songwriters, in venues throughout Aurora. *Subject to sponsor funding. 	<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 + 4 KITS • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings 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 • MYCOA: Relationships with YRDSB and 2 of 2 high schools, YCDSB and 2 of 2 high schools, 1 of 1 French Catholic high school. • 2019-2020 programming released with a diversity of genres, age demographics and ethnic cultures represented. • New policy regarding gallery presentations implemented • Attended Curator and Professional Artist networking with professional/municipal galleries on May 15th. Connected with arts administrators and artists • Connected Deron Douglas from “We Are Here’ with Orillia Museum of Art and History who will be exhibiting the show in Spring 2020 • Connected the Pine Tree Potters Guild outreached to another Guild - Kawartha potters 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction ratings 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 creation of a targeted survey asking specific questions about when/what types of programs they would like to see offered (Q4) • Continue to develop the relationship with the Town to offer complementary, non-competing 	<ul style="list-style-type: none"> • PA Day programs implemented with sold out attendance • Adult classes added for June • Added Workshops with Gallery Artists • New short course with PTP artists • Growing exposure in Town of Aurora Program guide and Aurora Matters newsletter 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction rating of program on annual surveys • 80% overall enrollment in programs/demand



	<p>programs that are promoted through their channels along with our own</p> <ul style="list-style-type: none"> • 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 (Q4) 	<ul style="list-style-type: none"> • 2018 year end survey showed 91% extremely satisfied or satisfied with educational program 	
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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-Sept 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 retain current users, resulting in exceeding the budgeted goal of \$35,000 for 2019. • 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"> • Temporary Outdoor sign design completed and the sign is being built! • New e-commerce solution engaged, online July 24, 2019 • Addressed upcoming building construction impacts with preliminary messaging around the fact that the Centre is not closing, and that we will be 'taking the show on the road.' • Engaged new marketing design company which completed brand refresh exercise to create new, comprehensive brand standards and protocols <u>guidelines to create a cohesive brand over all programming, while distinguishing our 3 core programs.</u> 	<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 • Increase visitors to the venue (baseline 30,000 in 2017)

		<ul style="list-style-type: none"> • Goal for rentals decreased to \$35,000 due to shifts in the market • Marketing for rentals completed but no real push given that the venue will not be available as of April 2020 • Direct Mail strategy of the brochure to every household will be employed in October • New monthly Auroran “ArtsTalk” column commenced September 2019 to focus on the variety of programming at the Centre, in a rotating series of articles by all program managers. 	
<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. 	<ul style="list-style-type: none"> • YDRSB and YCDSB adopted KITS for Aurora Schools and facilitated participation of schools • Commenced planning with new Volunteer & Visitor Services Coordinator to create Volunteer Ambassadors to help bridge offsite programming interval. • Created subscription pricing structure that creates advantageous multi-concert pricing, along with a complimentary ticket offer to attend a ‘risk’ or classical music program • March 3 – presented to CIBC Wood Gundy Richmond Hill 	<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.



	<ul style="list-style-type: none"> • Complete a needs assessment in the community for newcomer/diversity programming, 	<ul style="list-style-type: none"> • June 10 – presented to Rotary Club of Richmond Hill • July 8 – presented to Rotary Club of Aurora 	
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	<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



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-Sept 2019	2018-2021 KPIs
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	<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"> • All relationships documented once negotiated • Benefits based on strategic plan and values • Benefits outlined for both partners 	<ul style="list-style-type: none"> • 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	<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"> • The Town has not adopted this model of communication. It is expected that this may not be achieved as it is outside ACC control 	<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 • Clearly articulated contract with PTP for exhibition 	<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 		<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



	<ul style="list-style-type: none"> • Create an inviting atmosphere for all to participate, especially new participants based on outreach activities 		<ul style="list-style-type: none"> • ACC is rated highly accessible and welcoming in annual survey
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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-Sept 2019	2018-2021 KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<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 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.
b) Implement individual philanthropic gift fund raising program	<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 (Q3 2019) and fully implemented by January 2020. • Communicate and transfer donor data from e-tapestry to Vendini 	<ul style="list-style-type: none"> • Transition to Vendini program complete. Cancelled subscription with e-tapestry (donor software) April 12, 2019 	<ul style="list-style-type: none"> • Audience database in place • Increase individual gifts to meet annual organizational needs



c) Increase government funding	<ul style="list-style-type: none"> Proactively seek funding from all levels of government <ul style="list-style-type: none"> Federal: Canadian Heritage or Canada Council for the Arts Provincial: Trillium Foundation or Ontario Arts Council Municipal: Town of Aurora 	<ul style="list-style-type: none"> Canadian Heritage funding secured Ontario Arts Council funding secured Ontario Trillium Funding achieved for 2020 	<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 <ul style="list-style-type: none"> \$3450 transferred to Classical Music Fund \$22,000 transferred to Contingency Reserve 	<ul style="list-style-type: none"> 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	2019 STRATEGIES/GOALS	Jan-Sept 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"> Q1 reported to the Board April 10, 2019 Q1 reported to the Town of Aurora June 30, 2019 Q2 reported to the Board July 10, 2019; Q2 reported to the Town on September 30, 2019 Q3 reported to the Board on October 9, 2019 	<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. 	<ul style="list-style-type: none"> Compensation plan implemented Restructuring in place by May 1, 2019 	<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

	<ul style="list-style-type: none"> • Review administrative structure, workloads, and infrastructure to support sustainable jobs within budgetary constraints at the end of Q4 based on new structure. Report on employee morale. • Implement H & S program and inspections to improve staff ergonomic workspaces 		<ul style="list-style-type: none"> • 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	<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 in April/May 2019, results reported to the Board June 12, 2019 • Risk Assessment reviewed April 10, September 25 • Four new Directors joined the Board in June. Two additional non-Board members recruited to committees. 	<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
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	<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"> • Accreditation attained in March 2019 for Level 2 Imagine Canada Standards 	<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