



Managerial Commentary – Q2 2019

Introduction

Programming continued to be strong in our second quarter with the 2018-2019 live performing arts season wrapping up, and gallery and educational programming continuing into the summer months. We held a very successful launch event on June 12, 2019 to announce our 2019-2020 professional arts season with gallery and live performing artists being hosted and highlighted. The hour-long event was well received by our partners, donors, sponsors and patrons who saw and heard snippets of each program. We even had a couple of tango dancers who joined us to promote one of our classical music concerts that will feature tango music.

As we moved into the second quarter, two projects we had been advancing were rescheduled to Q3. We had been working with the Town IT to be connected to their infrastructure and due to staff illness and eventual turnover, we worked with the Town to establish new timelines for implementation. There was work continuing throughout the quarter on logistics, communication and hardware/software solutions with an anticipated connection in the summer. The second project was our own website and e-commerce launch. We were able to engage with the new software and transfer everything internally in April; and the public launch moved to the end of the quarter to allow for a generous testing period. This meant that the soft launch of internally processing sales in the new software occurred the end of June and the public website launch would happen in July to coincide with the IT connection, ensuring all of the pieces work well together.

We continued to respond to requests from Town staff, consultants and contractors who wanted access to space and expertise on the Library Square project.

THANK YOU TO OUR SUPPORTERS



A SNAPSHOT OF AURORA CULTURAL CENTRE Q2 OPERATIONS April – June 2019

PERFORMING ARTS EVENT SERIES

Date	Artist/Event	Series	Genre
April 6	Fantastic Musical Imaginations	Meridian Magic Carpet Series	FAMILY
April 12	The AYR Trio	Great Artist Music Series	CLASSICAL
April 26	COIG	Brevick Hall Presents	CELTIC
May 3	The Rolstron String Quartet with James Campbell	Great Artist Music Series	CLASSICAL
May 24	Digging Roots (Cancelled by Artist)	Brevick Hall Presents	INDIE
June 1	Flying Hearts	Meridian Magic Carpet Series	FAMILY
June 7	John Sheard: Simon & Garfunkel	Brevick Hall Presents	POPULAR MUSIC

GALLERY PROGRAMS

EXHIBITIONS

Watershedsci

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

March 9 - April 27

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

Guest Curator- Judith Gibson-Vick

12 participating artists in Watershedsci

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

Running Forward

Daniel St-Amant

March 9 - May 25, 2019

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

Daniel St-Amant's paintings always start out in the streets and not in the studio. Using roadways to emphasize our global footprint he captures tire tracks from climate-affecting technologies by laying them out on the street for vehicles to run over, leaving their literal markings across the prepared canvas. Once in the studio, using these distinct markings as the backdrop, animal portraits and landscapes are formed and painted. *Running Forward* is a showcasing exhibition of new paintings alongside older pieces presenting a timeline of the artist's unique process.

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

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

Curated by: Stephanie Nicolò

About the artist

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

Pine Tree Potters Have their Spring Sale from May 2-5, 2019

We Are Still Here

Deron Ahsén:nase Douglas

May 9 – August 3, 2019

An exhibition consisting of 35 portraits and characterizations of the Onkwehon: we of Turtle Island. In a humble attempt to depict their strength, beauty and spirit, the artist utilizes bold colors, thoughtful design and in some cases, a touch of humor to shout out to history – “We Are Still Here!” The exhibition includes a specially - created film “Voices from the Indigenous Community,” streaming in the Blue Gallery, with five participants discussing questions on contemporary Indigenous issues.

Informed by the artist’s Mohawk culture and interest with Indigenous issues, the artists brings to the general public a glance at contemporary Indigenous people which he hopes will dispel colonial stereotypes. Deron describes his solo exhibition, stating: “Our Elders tell us that our feet have walked upon the back of Turtle Island for time immemorial. Our resiliency has been proven time and time again, we have faced genocide both physical and cultural, betrayal at the hands of our allies, residential schools, and the murder of our women and girls. Despite this... “We Are Still Here!” In the artist’s own words he would like to “take the Indian out of the history books and to present them, not as assimilated ghosts of what they once were or thought to be, but rather indigenous people with a vibrant and living culture all their own.”

Ways of Seeing educational events:

Artist’s Reception – May 25, 1 – 4pm

The Artist in Conversation – June 5, 6 – 7:30pm

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

PORTLAND

Jon Oelrichs

June 1 – August 24, 2019

Oil paintings inspired by a post industrial space form this exhibition that considers the ambiguities of solidity and transition, the nuanced qualities of light and the opportunities of ageing.

The idea of this exhibition started with an emotional response to a large physical space, the industrial space known as the Portlands of Toronto, which was originally a coal-fired power generating station. When Jon encountered the building it was being used as a setting for art projects, and he experienced a profound sense of the glory of the old building in that particular moment. This is captured in his paintings, where you will find the perspective is “slightly off” and the colours imagined more vividly. Share the experience.

EDUCATIONAL PROGRAMS

Spring programs started April 2nd listed below.

Classes for Children & Teens

Art in Stories	Ages 4 – 6	Saturdays	9:00 am – 11:00 am	April 6 – June 8
Famous Artists & Their Styles	Ages 7 – 10	Saturdays	11:30 am -1:30 pm	April 6 – June 8
Faces & Places	Ages 11 – 15	Saturdays	2:00 pm – 4:00 pm	April 6 – June 8

Classes for Adults (16+)

Drawing, Sketching, Pen & Ink	Mondays	6:30 pm – 8:30 pm	April 1 – June 3
Ukulele for Beginners	Tuesdays	6:30 pm – 7:30 pm	April 2 – May 21
Beginning Guitar	Tuesdays	6:30 pm – 7:30 pm	April 2 – May 21
Start Painting Now with Acrylics	Tuesdays	6:30 pm – 9:00 pm	April 2 – May 21
Exploring Watercolours	Thursdays	10:00 am – 12:30 pm	March 21 – May 9
Exploring Watercolours	Thursdays	1:30 pm – 4:00 pm	March 21 – May 9
Smartphone Photography	Thursdays	6:30 pm – 8:30 pm	April 11 – May 16
Negative Floral PAINTING	Tuesdays	10:00 am – 3:00 pm	April 2 – April 9
Open Studio – FREE	Tuesdays	10:00 am – 3:00 pm	April 2 – May 21

One-Day Workshops for Adults (16+)

Monogram Wood Sign	Saturday	1:00 pm – 4:00 pm	April 6
Pressed Flower Projects	Saturday	1:00 pm – 4:00 pm	April 27
Magnificent Florals in Coloured Pencil	Saturday	10:00 am – 4:00 pm	May 25

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.

Town of Aurora	Sir William Mulock SS	York Region Arts Council
SOYRA	Aurora Community Band	Third Age Learning
Paskke Quartet	York Region Community & Health	Pine Tree Potters
York Region Transportation	Immigration Canada	Aurora Music Academy
York Region Children's Aid Society	Irina Paljakova	Sheila Vandikas
Aurora High School	Katalin Frohlinger	AIDS Committee of YR
York Region Corporate Services	Judith Thompson-Bouchard(Piano recital)	Christine Harrison (Piano recital)
Valeriu Kytzak (Piano recital)	CHATS	

ACTIVITY STATS YTD Q2 2019

2019	Q1	Q2
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1	Educational Programs	20	15
2	Volunteer hours donated	533	504
3	Art Exhibitions	5	4
4	Art 'Ways of seeing' and receptions	15	5
5	Artists Exhibited	106	15
6	Gallery Tours	0	2
7	Performing Arts Events	5	6
8	Free Community Events	1	0
9	Public Meeting	0	2
10	Visitors	5578	6740

FINANCIAL STATEMENTS

Please see Q2 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 2019 (Q2).

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 Wednesday - <i>and during special events</i>	10:00 AM – 4:00 PM 10:00 AM – 8:00 PM
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
Education & Outreach Manager	Leanne DiMonte
Administrative Assistant	Jennifer Marrocco
Gallery, Event & Marketing Coordinator (maternity leave)	Stephanie Nicolò
Facility Supervisor (part time)	Laura Beaton, Andrea Compton, Christina DiPaola, Emma Kakush
Summer Staff	Arts Camp Supervisor Senior Camp Counsellor Senior Camp Counsellor Senior Camp Counsellor Junior Camp Counsellor
	Amanda Roy Cassandra Tremblay Nicole Basso Emma Kakush Emma Cavaliere

BOARD OF DIRECTORS – Q2 at end of June 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; Ex-officio Directors have the full rights & responsibilities of Directors of a corporation under the Ontario Corporations Act.*

COMMITTEES OF THE BOARD OF DIRECTORS

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

MEETINGS

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

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

This quarter we continued to offer the full spectrum of programming to the community while also facilitating the e-commerce and IT connection projects. We are grateful to the Town IT staff for their incredible work to connect us and support the many challenges that come with new infrastructure and modernizing our operations. 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. We are a proud partner of the Town of Aurora in bringing cultural services on their behalf in the beautiful heritage facility.

Respectfully Submitted,

Suzanne Haines
Executive Director

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

Aurora Cultural Centre Strategic Plan Report YTD Q2 2019: January-June 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-Jun 2019	2018-2021 KPIs
<p>a) Establish a recognized professional performing arts presenting program</p>	<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. • 14 of 16 schools have booked their KITS presentation • 2018 survey results = 91.6% of patrons either extremely satisfied or satisfied with programming • KITS: Relationships with YRDSB and 8 of 10 elementary schools, YCDSB and 5 of 5 elementary schools, and 1 of 1 French Catholic elementary school 	<ul style="list-style-type: none"> • Increase in the number and diversity of performing arts events <ul style="list-style-type: none"> o 2017 = 13 events o 2018 = 19 events o 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, 	<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. 	<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>diverse ethnic groups and Indigenous artists</p> <ul style="list-style-type: none"> • 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"> • 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 	
<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 programs that are promoted through their channels along with our own • Research March Break camps; expand PA Day program offerings and gallery-educational collaboration workshop offerings 	<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 • 2018 year end survey showed 91% extremely satisfied or satisfied with educational program 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction rating of program on annual surveys • 80% overall enrollment in programs/demand

	<ul style="list-style-type: none"> • 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) 		
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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-Jun 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 \$50,000 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, to be online July 24, 2019 • Team engagement with 10th anniversary overarching theme – “Welcome Home” • Engaged new marketing design company in brand refresh exercise to create new, comprehensive brand standards and protocols guidelines; results coming Q3 • 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.’ • E.D. interview with local newspaper setting out our circumstances and position 	<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)

<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> • Increase media list by 10 outlets; including 5 diverse media outlets in York Region by end of Q4. • Create collateral and digital content to enable ambassador conversations with community associations and potential partners with the goal to increase our audience, by the end of Q4. • Partner with school boards to create awareness for existing and new programs • Document and report on outreach to all culturally specific community associations to invite participation • Collect demographic information on patrons to further analyze participation • Determine, attract, and track demand for more diverse and synergistic programming. • Complete a needs assessment in the community for newcomer/diversity programming, 	<ul style="list-style-type: none"> • Met with YDRSB and YCDSB to discuss programs • Commenced planning with new Volunteer & Visitor Services Coordinator to create Volunteer Ambassadors to help bridge offsite programming interval. • June 10 – presented to Rotary Club of Richmond Hill • July 8 – presented to Rotary Club of Aurora 	<ul style="list-style-type: none"> • Increase the diversity of participation from all geographic regions of the community • Measure, document and report on level of participation with school boards and youth • Report on the benefits of participation in youth programs • Completion of a needs assessment, tracking the number of patrons who attend more than one program, employing and tracking success of new marketing strategies, and reporting on success of new opportunities.
<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> • Build a high performance website • Focus on digital marketing strategies in Q3 & Q4 to increase audience engagement. Apply for Google Grant. Establish baseline Google Analytics metrics by end of Q2 (once website revision is completed). • Engage in increased government relations with MPs MPPs, Councilors and Mayor • Work with Town to promote success of new Cultural Precinct 	<ul style="list-style-type: none"> • Website theme and media redesign complete, implemented with e-commerce • Board and Staff engaged in Town Council and Town Staff one-on-one meetings to deliver new information and build relationships on Budget 2019 and Kaleidoscope in the Schools • ED participated in design for new facility building and supporting the operating plan • ED delegated to Council to support cultural infrastructure investment (Library Square project) 	<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

		<ul style="list-style-type: none"> ED participated in development of the Town of Aurora economic development strategy 	
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GOAL 3: Proactively reach out to develop and sustain long-term collaborative partnerships and relationships with our stakeholders, diverse cultural groups and agencies, and other community-based organizations.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Jun 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 upcoming exhibition 	<ul style="list-style-type: none"> Community arts providers feel connected to the ACC Community arts providers and professional arts organizations are connected

<p>d) Be responsive to changing needs in the community.</p>	<ul style="list-style-type: none"> • Conduct a community-wide needs analysis to build relevant programs • Determine which existing communities need to be reviewed for changing demographics and program relevance • Explore new opportunities to engage new residents, new cultural groups and youth • Create an inviting atmosphere for all to participate, especially new participants based on outreach activities 		<ul style="list-style-type: none"> • Community programming needs analysis completed in 2019 • New programs in place by 2021 • Stakeholder and donor survey shows a high level of satisfaction with results • ACC is rated highly accessible and welcoming in annual survey
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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-Jun 2019	2018-2021 KPIs
<p>a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre</p>	<ul style="list-style-type: none"> • Proactively manage and maintain sponsors and donors. • Grow fundraising through new program delivery (KITS). • Research local and national foundations and other sources of funding to achieve all levels of government funding by securing two new sources of funding by the end of the year. 	<ul style="list-style-type: none"> • Secured 83% of matching funding for KITS 	<ul style="list-style-type: none"> • Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs • KITS goal increases our fundraising by 34%, will diversify our access to youth aged 4-12 across Aurora, and be the first program we offer exclusively outside of the Aurora Cultural Centre venue.
<p>b) Implement individual philanthropic gift fund raising program</p>	<ul style="list-style-type: none"> • Develop and implement a donor communication plan that outlines how we thank our donors and demonstrate what their gifts are used for - to be ready by 2019-2020 Season Launch (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 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, Canada Council for the Arts Provincial: Trillium Foundation, Ontario Arts Council Municipal: Town of Aurora 	<ul style="list-style-type: none"> Canadian Heritage funding secured Ontario Arts Council funding secured 	<ul style="list-style-type: none"> Secure federal and provincial grants related to arts and cultural programming Secure funding to adequately support annual operational needs
d) Grow operational reserves	<ul style="list-style-type: none"> Budget conservatively to allow windfalls to build reserve Marketing strategies to generate additional revenues through participation 	<ul style="list-style-type: none"> 2018 YE <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-Jun 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 	<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 	<ul style="list-style-type: none"> Compensation plan implemented Restructuring to be 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"> • Implement appropriate resources and planning to launch the Kaleidoscope in the Schools program in September 2019. • Review administrative structure, workloads, and infrastructure to support sustainable jobs within budgetary 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, 2019 • 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"> • 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