



## AGENDA

Public Board of Directors Meeting #3 2018

6:30pm

Thursday September 13<sup>th</sup>, 2018

Eric Acker, Vice President

1	<b>MOTION</b> to Approve Agenda	All
2	<b>Welcome</b>	Eric Acker
3	Statements of Conflict of Interest	All
4	<b>Executive Director Report</b>  Presentation of Q2 2018 Managerial Commentary	Suzanne Haines
5	<b>Finance Committee</b>  Presentation of the Q2 2018 Unaudited Interim Financial Statements	Eric Acker
6	<b>Upcoming Events</b>	Suzanne Haines
7	<b>Other Business</b>	All
11	<b>Motion</b> to Adjourn Meeting	All



## Board of Directors – September 13, 2018

### EXECUTIVE DIRECTOR’S UPDATE July-August 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	KPIs	Jan-August 2018
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> <li>Strategically increase programming in popular music, classical music, family/children’s performances, and theatre</li> <li>Build programming for in school</li> <li>Develop partnerships for offsite and site specific performances</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number and diversity of performing arts events (2017 = 13 events)</li> <li>Excellent and recurring programming relationships with schools</li> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> </ul>	<ul style="list-style-type: none"> <li>20 events</li> <li>Addition of a Toddler series</li> <li>First puppetry event</li> <li>Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest.</li> <li>Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings</li> </ul>
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	<ul style="list-style-type: none"> <li>Develop relationships with all school boards on Mayor’s Celebration for Youth Arts.</li> <li>Develop guidelines and policy governing how group exhibitions are programmed</li> <li>Develop curated/curator tour program for each exhibit</li> <li>Promote fine art sales in professional gallery shows to the community</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> <li>20% increase in participation in Ways of Seeing lecture series</li> <li>Two formalized curated tours per professional visual art show</li> </ul>	<ul style="list-style-type: none"> <li>Initiated developing guidelines group exhibitions</li> <li>Research on best practices of tours and promoting educational activities</li> <li>YTD: Tours, 297 participants</li> <li>New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors.</li> <li>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</li> </ul>
c) Be a venue for artistic education that offers unique experiences professional instructors	<ul style="list-style-type: none"> <li>Program educational classes with artistically trained instructors</li> <li>Offer a diversity of classes that complement and build on Town access programs</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys</li> <li>80% overall enrollment in programs/demand</li> </ul>	<ul style="list-style-type: none"> <li>In conversation with town about who will program what level to ensure full spectrum is offered</li> <li>Researching PA day programs, all-day summer camps, Adult summer classes</li> <li>Developed over the summer "The Art of Japanese Ink Painting (Sumi-E) class to take place in the Fall 2018 season.</li> </ul>

	<ul style="list-style-type: none"> <li>• Build new educational synergies with other ACC programs</li> <li>• Build new educational opportunities during school closures for adults, children and youth</li> </ul>		<ul style="list-style-type: none"> <li>• Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place in August.</li> </ul>
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Professional Live Performance Series

The 2018-2019 Professional Series Brochure is now available and tickets are on sale for all events. We hosted two summer events

Date	Artist/Event	Series	Audience
August 18	Doors Open	Free Community Special Events	568
August 22	Robin Hood; Presented by the Nearly World Famous DuffleBag Theatre	Kaleidoscope Family Performing Arts Series Family Play (5+)	105

Ticket sales launched on September 4<sup>th</sup>, 2018 for all ticketed events in the 2018-2019 season.

Gallery & Exhibitions

The 2018-2019 Gallery series began as below:

Date	Artist	Title of Exhibition	Description	Events
August 11 - September 29, 2018	REBECCA LAST	Cassandra's garden; tracing shifted ground	Large scale acrylic paintings of environmental power - speaking to our complex interconnectedness with the natural world.	Art talk with Rebecca Last- Wed Aug 15 – 6:00 pm to 7:30 pm
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 – 1 to 2:30 pm

Gallery Tours continued through the summer

Date/Time	Exhibition	Group	# participants
Wed July 4 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	5
Wed July 4 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	14
Wed July 11 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	25

Wed July 11 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	27
Wed July 18 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	13
Wed July 18 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Monday July 23 - 10 – 11 a.m.	Purely Pastel	Aurora High School – summer students w/ teacher Karen Traynor – “Discovering the Workplace” course	19
Wed July 25 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Wed Aug 1 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Wed Aug 15 - 10-10:30 am	Last/Wheeler	Summer Camp – age 4-6	22
Wed Aug 15 - 1:30 -2:00 pm	Last/Wheeler	Summer Camp – age 7-12	21
Wed Aug 22 - 10-10:30 am	Last/Wheeler	Summer Camp – age 4-6	12
Wed Aug 22 - 1:30 -2:00 pm	Last/Wheeler	Summer Camp – age 7-12	4
July 2018 Total participants			135
Aug 2018 Total participants			59

### Educational Programs

Summer classes started on July 3<sup>rd</sup>. Unless otherwise noted, the weeks have half day camps with age 4-6 in the morning and age 7-12 in the afternoon. The budget was 280 half day campers and a \$28,000 in revenue.

Class	Age range	# registrants	Revenue
Young Artist Studio	age 4-6	81	\$ 7,290
Young Artist Studio (short weeks)	age 4-6	23	\$ 1,610
Mixed Media Mashup	age 7-12	87	\$ 9,570
Mixed Media Mashup (short weeks)	age 7-12	20	\$ 1,800
Full Day Artist Studio	age 7-12	16	\$ 3,680
Full Day Theatre Studies	age 7-12	12	\$ 3,180
<b>Total</b>		<b>239</b>	<b>\$ 27,130</b>

The Launch date for fall registration was Tuesday, July 24 to our donors and Wednesday, July 25 to all other patrons via e-blast. We have 80 fall registrations to date.

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

OBJECTIVES	STRATEGIES	KPIs	Jan-August 2018
a) Build Aurora Cultural Centre brand awareness and brand recognition	<ul style="list-style-type: none"> <li>Advocate for highly visible signage for the venue with Aurora Cultural Centre programming</li> <li>Create corporate partnerships to build brand awareness and recognition</li> </ul>	<ul style="list-style-type: none"> <li>General community survey in 2021 shows that Aurora residents are aware of the Aurora Cultural Centre and the benefits of arts and culture. (baseline</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor sign postponed until library square is determined – will be part of signage plan for the new square</li> <li>Research and quote now in-house for fabric banners to update outdoor standards on front side of building and a</li> </ul>

	<ul style="list-style-type: none"> <li>• Create awareness that culture is an integral part of community life</li> <li>• Establish current brand as a highly-regarded destination for professional visual and live performing arts programming</li> <li>• Create awareness of community engagement and outreach programming</li> <li>• Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct</li> <li>• Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul>	<p>established from 2017 survey in April 2018)</p> <ul style="list-style-type: none"> <li>• Track and report on unique visitors to the Centre</li> <li>• Increase visitors to the venue (baseline 30,000 in 2017)</li> </ul>	<p>selection of the banners fixed to the building on the north side; design and printing to happen in Q3</p> <ul style="list-style-type: none"> <li>• Researched possibility of large-scale Centre logo/name decal for north stairwell to be highly visible when driving from north to south along Victoria. Reported back that the window tinting is too dark to make this feasible.</li> <li>• Planning Family Day 2019 with TOA to create synergistic programming</li> <li>• 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.</li> </ul>
b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities	<ul style="list-style-type: none"> <li>• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora</li> <li>• Build relationships with ethnic media</li> <li>• Reach out to real estate professionals and housing developers</li> <li>• Partner with school boards to create awareness for existing and new programs</li> <li>• Document and report on outreach to all culturally specific community associations to invite participation</li> <li>• Collect demographic information on patrons to further analyze participation</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the diversity of participation from all geographic regions of the community</li> <li>• Measure, document and report on level of participation with school boards and youth</li> <li>• Report on the benefits of participation in youth programs</li> </ul>	<ul style="list-style-type: none"> <li>• AHS Newcomer Tour to end with ACC and an outline of our programs</li> <li>• Participation in the Multicultural Festival</li> </ul>
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	<ul style="list-style-type: none"> <li>• Build high performing website</li> <li>• Generate visibility and brand recognition through e-marketing and social media</li> <li>• Build and leverage relationships with local media</li> <li>• Implement more advertising as budgets permit</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in media coverage</li> <li>• Increased awareness of the Aurora Cultural Centre and its programs across the Town</li> <li>• Increased repeat visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Website Process started Q2 and continuing through Q3 &amp; Q4</li> <li>• Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline</li> <li>• Update Trip Advisor online listing and obtain marketing</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement volunteer docent program</li> <li>• Invite volunteers from corporate community</li> <li>• Engage in increased government relations with MPs MPPs, Councillors and Mayor</li> <li>• Work with Town to promote success of new Cultural Precinct</li> </ul>		<p>collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON</p> <ul style="list-style-type: none"> <li>• New schedule of regular updating of Google listing, with timely posts and new photographs. Stats to come (once I figure them out)</li> <li>• Taking over Admin of Centre's LinkedIn page from Frank P.</li> <li>• Created 3 specific test marketing campaigns on Facebook and Instagram for: <ul style="list-style-type: none"> <li>• Summer Camps June 21 – 29 <ul style="list-style-type: none"> <li>○ 1316 people reached</li> <li>○ 35 Post engagements (clicked on ad)</li> <li>○ 17 link clicks (clicked on "click here for more information")</li> </ul> </li> <li>• Summer Camps July 12 – 19 <ul style="list-style-type: none"> <li>○ 1738 people reached</li> <li>○ 46 Post engagements (clicked on ad)</li> <li>○ 31 link clicks (clicked on "click here for more information")</li> </ul> </li> <li>• Kaleidoscope presentation of Robin Hood (Aug) <ul style="list-style-type: none"> <li>○ 2492 people reached</li> <li>○ 25 link clicks (clicked on "click here for more information")</li> </ul> </li> <li>• Fall Educational Programs (Aug - Sept) <ul style="list-style-type: none"> <li>○ 2303 people reached</li> <li>○ 103 link clicks (clicked on "click here for more information")</li> </ul> </li> </ul> </li> </ul>
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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	STRATEGIES	KPIs	Jan-August 2018
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	<ul style="list-style-type: none"> <li>Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes</li> <li>Clearly define roles and responsibilities of partners involved in ACC relationships</li> <li>Proactively maintain solid relationships with partners</li> </ul>	<ul style="list-style-type: none"> <li>Document how partnerships add value to Aurora Cultural Centre</li> <li>Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation</li> <li>Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission</li> </ul>	<ul style="list-style-type: none"> <li>Reworked partnerships with Pine Tree Potters and SOYRA</li> </ul>
b) Support building a Cultural Leadership Team	<ul style="list-style-type: none"> <li>Identify and engage with professional arts, cultural and heritage institutions in Aurora</li> <li>Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative relationship is formed</li> <li>Action Plan on deliverables in the Cultural Master Plan is in place and being implemented</li> </ul>	<ul style="list-style-type: none"> <li>Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan</li> </ul>
c) Develop clear programming objectives for relationships with community arts delivery organizations	<ul style="list-style-type: none"> <li>Identify community arts providers</li> <li>Identify criteria for involvement with the ACC</li> <li>Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Community arts providers feel connected to the ACC</li> <li>Community arts providers and professional arts organizations are connected</li> </ul>	<ul style="list-style-type: none"> <li>List of community arts providers assembled</li> </ul>
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> <li>Create an inviting, inclusive and participatory gathering place where community meets culture</li> <li>Conduct a community-wide needs analysis to build relevant programs</li> <li>Determine which existing communities need to be reviewed for changing demographics and program relevance</li> <li>Explore new opportunities to engage new residents, new cultural groups and youth</li> <li>Create an inviting atmosphere for all to participate, especially new participants based on outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>Community programming needs analysis completed in 2019</li> <li>New programs in place by 2021</li> <li>Stakeholder and donor survey shows a high level of satisfaction with results</li> <li>ACC is rated highly accessible and welcoming in annual survey</li> </ul>	<ul style="list-style-type: none"> <li>Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation</li> <li>Extended customer survey to outside current market to gain broader feedback</li> </ul>

There are fewer facility rental events in the summer. The following rental clients joined us in July/August:

- Aurora Museum & Archives – multiple dates in July and August Library Room: Textiles cataloging
- Windfall Ecology –Wednesday, July 4: Healthy Kids Community Challenge stakeholder info session
- Addiction Services – Monday, July 9: Staff meeting
- RBC – Wednesday, August 8: Small business client seminar with staff presentations from Head Office.

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

OBJECTIVES	STRATEGIES	KPIs	Jan-August 2018
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> <li>• Create opportunities for corporate co-branding</li> <li>• Launch an updated corporate sponsorship program</li> <li>• Research and apply for Corporate Foundation grants</li> </ul>	<ul style="list-style-type: none"> <li>• Co-branding partnerships established with companies</li> <li>• Increase corporate sponsorship programs to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>• 3 new corporate sponsors in place</li> <li>• 1 new corporate donor with 2-yr commitment</li> </ul>
b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> <li>• Gather and analyze information on current patrons</li> <li>• Revitalize individual gift program</li> <li>• Create a base of supporters that make an annual gift</li> <li>• Stewardship of every level of gift</li> <li>• Develop &amp; Implement legacy/planned giving program</li> </ul>	<ul style="list-style-type: none"> <li>• Audience database in place</li> <li>• Increase individual gifts to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of current patrons complete</li> <li>• Major gift received</li> <li>• New campaign for classical music launched for annual donors</li> </ul>
c) Increase government funding	<ul style="list-style-type: none"> <li>• Proactively seek funding from all levels of government <ul style="list-style-type: none"> <li>o Federal: Canadian Heritage, Canada Council for the Arts</li> <li>o Provincial: Trillium Foundation, Ontario Arts Council</li> <li>o Municipal: Town of Aurora</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Secure federal and provincial grants related to arts and cultural programming</li> <li>• Secure funding to adequately support annual operational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Canadian Heritage funding secured</li> <li>• Applied for OAC visual art project funding</li> </ul>
d) Grow operational reserves	<ul style="list-style-type: none"> <li>• Budget conservatively to allow windfalls to build reserve</li> <li>• Marketing strategies to generate additional revenues through participation</li> </ul>	<ul style="list-style-type: none"> <li>• Operational reserves in place</li> <li>• Strategically/conservatively invest reserves for growth</li> <li>• Financial success enables annual transfers to contingency reserves</li> </ul>	<ul style="list-style-type: none"> <li>• \$5000 transferred to contingency reserve in 2017</li> </ul>



**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	KPIs	Jan-August 2018
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> <li>• Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system</li> <li>• Conduct regular updates for the Board on progress of strategic plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and operational plans implemented as agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Staff outlined work plans in all areas of operations for the four years of the strategic plan</li> <li>• Staff report to the Board includes strategies initiated and KPIs achieved</li> </ul>
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> <li>• Review organizational effectiveness and structure to deliver new strategic plan</li> <li>• Foster a culture that embraces change and opportunity</li> <li>• Develop a succession plan for the Executive Director for emergency and long term</li> <li>• Develop and implement compensation system</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative structure in place to support 2018-2021 Strategic Plan</li> <li>• Volunteer program has levels of participation for varying skill levels</li> <li>• Strategic plan success and milestones documented and celebrated</li> <li>• Succession Plan in place for Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource plan developed to support the strategic plan</li> <li>• Board developed ED succession plan</li> <li>• First phase of compensation program developed</li> <li>• Review all Board and operational policy</li> </ul>
c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan	<ul style="list-style-type: none"> <li>• Create and implement a Board succession plan for key Board functions to support the Strategic Plan</li> <li>• Create annual goals and work plan for the Board and Committees</li> <li>• Implement Board Self Evaluation and take action on areas needing development</li> <li>• Conduct governance training as required</li> <li>• Recruit highly talented Committee members to support the strategic plan implementation</li> <li>• Conduct risk assessment</li> <li>• Recruit diversity in Board membership</li> <li>• Build Board visibility at Aurora Cultural Centre and community events</li> </ul>	<ul style="list-style-type: none"> <li>• Board Self-evaluation completed annually</li> <li>• Committees defined and in place</li> <li>• Board orientation and governance manual implemented and effective</li> <li>• By-laws and governance model mapped and published on the web</li> <li>• Board well governed</li> <li>• Risk analysis completed and monitored quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• 2018 Board self-evaluation complete</li> <li>• Risk assessment initiated and report to the Board quarterly</li> <li>• Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, Leona Alleslev BBQ etc)</li> </ul>
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	<ul style="list-style-type: none"> <li>• Maintain status with Imagine Canada</li> <li>• Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)</li> </ul>	<ul style="list-style-type: none"> <li>• Attain reaccreditation of Imagine Canada in 2019</li> <li>• Excellent fundraising/expense ratios published on CRA website</li> <li>• Maintain charitable status</li> </ul>	<ul style="list-style-type: none"> <li>• In progress on re-accreditation of Imagine Canada</li> <li>• July TYD reporting 84% programming to 16% administrative costs</li> </ul>

## Administration

- New Professional Arts Season brochure launched September 8th
- Website e-commerce project was delayed due to website structural upgrade and selecting appropriate e-commerce solution.
- Town IT department has purchased the hardware (phones, monitors and computers) on our behalf and is loading the software for the computers. WIFI boosters are being installed around the building to boost the signal for us to be hosted on the secured WIFI when necessary. All computers will be connected by fibre optics when stationary at work stations.
- Secured month to month contract of Bell Internet to help with the IT Transition.

## Facilities

- James Smith has taken over from Greg McClenny as Facilities Supervisor. In process of scheduling a one-on-one tour.
- Ongoing maintenance on wooden heritage and concrete flooring in public spaces
- Stairwell leak repaired, continues to be an issue that hopefully will be resolved with Library Square project.

## Board Activities

- Executive Committee Meeting: September 10
- Finance Committee Meeting: July 26, September 5
- Fund Development Committee Meeting: July 16
- Governance Committee Meeting: September 4

## Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Consultation with YRAC/Shadowpath to explore and recommend innovative models for sustainable mixed-use arts and culture facilities in York Region.
- Town Council for Cultural Partners Review report
- Connection with Linda Hill, Theatre Direct, Wee Festival programming
- Attended *Picnic in the Cemetery* multidisciplinary piece as part of Luminato
- Tour of St. Andrew's College performance facilities
- Tour for Oshawa Art Resource Centre
- Town of Aurora Multicultural Festival

Respectfully Submitted by  
Suzanne Haines, Executive Director  
Aurora Cultural Centre



## Managerial Report – Q2 2018

### Introduction

Activity continued to be vibrant as we moved into the second quarter. We closed out our 2017-2018 performing arts season, hosted our spring education programs with new workshops for the community, continued exhibitions in the gallery, launched the 2018-2019 Professional Arts Series rebranding, and publicly released our Inspire, Engage & Transform 2018-2021 Strategic Plan. This report will outline the activity of the second quarter (April, May, June 2018) and frame outcomes for the year within the strategic plan.

The strategic planning process included an internal and external analysis of the organization's environment and a review of the vision, mission, core values before landing on the goals that will drive operations for the next four years. The consultative process began in late 2015 with community consultation and was expected to complete in 2016, but was extended due to a change in leadership for the organization. Below are the goals guiding the Aurora Cultural Centre's operations over the next four years. The full strategic plan can be found on our website ([www.auroraculturalcentre.ca](http://www.auroraculturalcentre.ca))

1. Deliver professional performing and visual arts programming while supporting community engagement, education, and community arts practice.
2. Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.
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.
4. Maintain a solid financial foundation and sufficient human capital to achieve the goals defined by our Strategic Plan.
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.

Thank you to our patrons, sponsors, donors, volunteers and the Town of Aurora who participated in the season and our strategic plan process. This report also shows the goals, objectives and strategies that have been employed to date on each goal.

# A SNAPSHOT OF AURORA CULTURAL CENTRE Q2 OPERATIONS

## April – June 2018

### THANK YOU TO OUR Q2 SUPPORTERS



### PERFORMING ARTIST SERIES

Artist/Event	Date	Genre/Series	
Vladimir Soloviev	April 13, 2018	Classical Music	GAMS
Ennis Sisters (SOLD OUT)	April 20, 2018	Celtic Music	Indie
James Campbell & Friends (rescheduled due to building power outage)	May 4 (5*), 2018	Classical Music	Great Artist Music Series
The Pick Brothers	May 11, 2018	Rock	Indie
John Sheard Presents British Invasion (SOLD OUT)	June 8, 2018	Classic Rock	Popular Music

\*Windstorm knocked out the power for the day and concert was rescheduled to Saturday afternoon. Thank you to Town Operations staff for assistance.

## **GALLERY PROGRAMS**

### **EXHIBITIONS**

#### **Hooked on Tradition**

Exhibition of works by the Newmarket Rug Hooking Guild

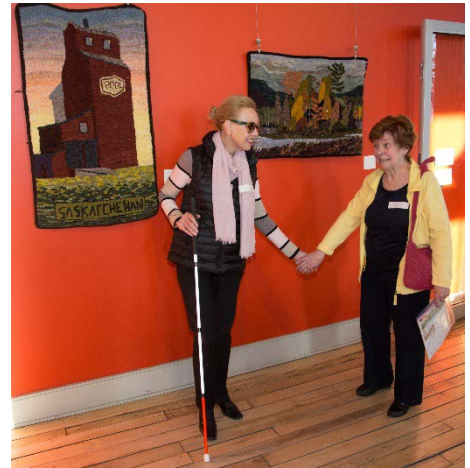
Red & Blue Galleries

March 10-April 28, 2018

Hooked rugs tell stories about events, people and communities. Besides their historical interest, they are visually compelling to audiences of all ages. They range from functional to decorative in use, and from primitive to modern in style. The exhibit presents over 100 traditional hooked rugs.

Opening Reception Friday March 23, 2018 6pm-8pm

Hands-on guided experience of traditional rug hooking with the artists from the Newmarket Guild on Wed March 14, 1 – 2:30 pm and Wed April 18, 6 – 7:30 pm.



#### **Botanica**

Exhibition of new works by Julia Hacker

Apple Suites & Great Hall Galleries

March 10 – May 5, 2018

Abstracted botanical life is invigorated through Ms. Hacker's interpretations on large canvases. Magically bright oils and metallic mixed media combine to create inspirational pieces that speak to the life cycle, daily meditations of growth and discovery.

Opening Reception Friday March 23, 2018 6pm-8pm

#### **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

Events:

Artist Reception- Awards Presentation & Silent Auction: Sat May 26: 1 – 4

Paint around Event: Tues May 29: 1 – 2 pm

Ways of Seeing:

The Pastel Story: Pigment & Art talk with Suzanne Godbout: Wed May 30: 6 – 7:30 pm  
 Guided art tours with Master Pastel Artists Ruth Rodgers, Kathy Hildebrandt and Robin Nyikos:  
 Mon May 28: 12 – 12:30 pm , Fri June 1st: 11:30am – 12 pm, Wed June 20: 1 – 3 pm  
 Pastel Artist Docent in the Gallery – Jennifer Assinck: May 16, 1-3 pm, & June 13: 6 – 7:30 pm

### Statistics

Number of Artists shown Exhibitions ending April - June Q2 2018: **TOTAL = 21 artists**  
 Number of participants in curated gallery tours for Q2 2018: **TOTAL = 48 participants**

### EDUCATIONAL PROGRAMS

Please see our spring term classes below:

#### Classes for Children and Teens (8 weeks)

Famous Artists and Their Styles	Ages 4 – 6	Saturdays	9:30 am – 11:00 am	Apr 7 - Jun 2
Art in Stories and Pictures	Ages 7 – 10	Saturdays	11:15 am – 1:15 pm	Apr 7 - Jun 2
Abstract Ideas and Mixed Media	Ages 11 - 15	Saturdays	1:30 pm – 3:30 pm	Apr 7 - Jun 2

#### Classes for Adults (16+) (8 weeks)

Beginning Guitar	Tuesdays	6:30 pm – 7:30 pm	Apr 3 – May 22
Beyond Beginning Guitar	Tuesdays	7:45 pm - 8:45 pm	Apr 3 – May 22
Start Painting Now with Acrylics!	Tuesdays	6:30 pm – 9:00 pm	Apr 3 – May 22
Expand Your Horizons in Acrylics Level 2	Thursdays	6:30 pm – 9:00 pm	Apr 5 – May 22
Exploring Watercolours	Thursdays	10:00 am – 12:30	Mar 22 – May 17
Exploring Watercolours	Thursdays	1:30 pm – 4:00 pm	Mar 22 – May 17
Watercolours: Basics & Beyond	Thursday	7:00 pm - 9:00 pm	Mar 29 – May 24
Open Studio	Tuesdays	10:00 am – 3:00 pm	Apr 3 – May 22

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

<b>NEW!</b> Introduction to Glaze Oil Painting	March 21 – April 11	Wednesdays	6:30 pm – 9:00 pm
<b>NEW!</b> Florals Up Close – Watercolours	April 17 & April 24	Tuesdays	10:00 am – 3:00 pm
<b>NEW!</b> The Art of Botanical Drawing	April 21	Saturday	10:00 am – 4:30 pm
<b>NEW!</b> Crepe Paper Garden Roses	April 28	Saturday	10:00 am – 3:00 pm

### 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.

- Addiction Services of York Region
- Aurora Community Band
- Aurora High School
- Aurora Music Academy
- Canadian Federation of University Women
- Dr. G. W. Williams School
- Edward Jones
- Mastermind Montessori
- Ontario Dental Hygienists
- Ontario Trillium Foundation
- Pastel Association of Canada
- Pine Tree Potters
- Scotiabank
- SOYRA
- Third Age Learning York Region

- Town of Aurora Museum & Archives
- York Region District School Board
- Watsons Family Karate School
- York Region Community & Health
- York Region Corporate Services
- 2 private bookings
- 3 Piano Recitals

One of our private bookings experienced a power outage due to service work being completed by the hydro provider during their rental. Town staff looked to accommodate the rental client in another venue. Power returned and so the rental was permitted to continue.

### **ACTIVITY STATS YTD Q2 2018**

	<b>2018</b>	<b>Q1</b>	<b>Q2</b>
1	Educational Programs	19	
2	Volunteer hours donated	841	900
3	Art Exhibitions	4	3
4	Art Receptions & Artist Talks	8	33
5	Artists Exhibited	125	21
6	Curated Gallery Tours	0	6
7	Performing Arts Events	5	5
8	Family Activities	2	0
9	Public Meeting	0 (held in April)	2
10	Visitors	5763	6955

### **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 2018 (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	10:00 AM – 4:00 PM
	Wednesday	10:00 AM – 8:00 PM
	<i>- and during special events</i>	
Events	7 days per week	as required
Classes	Mon, Tues, Thurs, Sat	and as required
Community Facility Rentals	7 days per week	as required, up to 11:00PM

#### **AURORA CULTURAL CENTRE STAFF**

Executive Director	Suzanne Haines
Administration & Operational Services Manager	Carol Sharp

Communications & Events Manager	Jane Taylor
Gallery Manager	Clare Bolton
Gallery, Event & Marketing Coordinator   Volunteer & Co-Op Program Manager	Stephanie Nicolò
Education & Visitor Services Coordinator	Leanne DiMonte
Administrative Assistant	Megan Thompson, Part Time
Facility Supervisor	Laura Beaton, Part Time
Facility Supervisor	Christina diPaola, Part Time

**BOARD OF DIRECTORS – Q2 at end of June 2018**

**EXECUTIVE**

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

**DIRECTORS**

Damien Chan  
 Heidi Franken  
 Sharon Kelly  
 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**

It has been a very busy quarter with the organization adopting a new strategic plan that governs staff activity and outcomes for the community. Come and enjoy our 2018-2019 Professional Arts Series which includes transformative and bold free gallery programming, ticketed concert and theatrical events and free special event programming.

*Respectfully Submitted,*

*Suzanne Haines*  
Executive Director

[www.auroraculturalcentre.ca](http://www.auroraculturalcentre.ca)  
Follow us on Facebook, Twitter & Instagram



## Aurora Cultural Centre Strategic Plan Report YTD Q2 2018: January-June 2018

This report includes January – June 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	KPIs	Jan-June 2018
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> <li>Strategically increase programming in popular music, classical music, family/children’s performances, and theatre</li> <li>Build programming for in school</li> <li>Develop partnerships for offsite and site specific performances</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number and diversity of performing arts events (2017 = 13 events)</li> <li>Excellent and recurring programming relationships with schools</li> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> </ul>	<ul style="list-style-type: none"> <li>20 events</li> <li>Addition of a Toddler series</li> <li>First puppetry event</li> </ul>
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	<ul style="list-style-type: none"> <li>Develop relationships with all school boards on Mayor’s Celebration for Youth Arts.</li> <li>Develop guidelines and policy governing how group exhibitions are programmed</li> <li>Develop curated/curator tour program for each exhibit</li> <li>Promote fine art sales in professional gallery shows to the community</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> <li>20% increase in participation in Ways of Seeing lecture series</li> <li>Two formalized curated tours per professional visual art show</li> </ul>	<ul style="list-style-type: none"> <li>Initiated developing guidelines group exhibitions</li> <li>Research on best practices of tours and promoting educational activities</li> </ul>
c) Be a venue for artistic education that offers unique experiences professional instructors	<ul style="list-style-type: none"> <li>Program educational classes with artistically trained instructors</li> <li>Offer a diversity of classes that complement and build on Town access programs</li> <li>Build new educational synergies with other ACC programs</li> <li>Build new educational opportunities during school closures for adults, children and youth</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys</li> <li>80% overall enrollment in programs/demand</li> </ul>	<ul style="list-style-type: none"> <li>In conversation with Town about who will program what level to ensure full spectrum is offered</li> <li>Researching PA day programs, all-day summer camps, Adult summer classes</li> </ul>



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

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
<p>a) Build Aurora Cultural Centre brand awareness and brand recognition</p>	<ul style="list-style-type: none"> <li>• Advocate for highly visible signage for the venue with Aurora Cultural Centre programming</li> <li>• Create corporate partnerships to build brand awareness and recognition</li> <li>• Create awareness that culture is an integral part of community life</li> <li>• Establish current brand as a highly-regarded destination for professional visual and live performing arts programming</li> <li>• Create awareness of community engagement and outreach programming</li> <li>• Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct</li> <li>• Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Track and report on unique visitors to the Centre</li> <li>• Increase visitors to the venue (baseline 30,000 in 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor sign postponed until library square is determined – will be part of signage plan for the new square</li> <li>• Research and quote new 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 Q3</li> </ul>
<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> <li>• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora</li> <li>• Build relationships with ethnic media</li> <li>• Reach out to real estate professionals and housing developers</li> <li>• Partner with school boards to create awareness for existing and new programs</li> <li>• Document and report on outreach to all culturally specific community associations to invite participation</li> <li>• Collect demographic information on patrons to further analyze participation</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the diversity of participation from all geographic regions of the community</li> <li>• Measure, document and report on level of participation with school boards and youth</li> <li>• Report on the benefits of participation in youth programs</li> </ul>	<ul style="list-style-type: none"> <li>• AHS Newcomer Tour to end with ACC and an outline of our programs</li> </ul>



<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> <li>• Build high performing website</li> <li>• Generate visibility and brand recognition through e-marketing and social media</li> <li>• Build and leverage relationships with local media</li> <li>• Implement more advertising as budgets permit</li> <li>• Develop and implement volunteer docent program</li> <li>• Invite volunteers from corporate community</li> <li>• Engage in increased government relations with MPs MPPs, Councillors and Mayor</li> <li>• Work with Town to promote success of new Cultural Precinct</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in media coverage</li> <li>• Increased awareness of the Aurora Cultural Centre and its programs across the Town</li> <li>• Increased repeat visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Website Process started Q2 and continuing through Q3</li> <li>• Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline</li> </ul>
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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	STRATEGIES	KPIs	Jan-June 2018
<p>a) Develop strong and relevant partnerships for the Aurora Cultural Centre</p>	<ul style="list-style-type: none"> <li>• Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes</li> <li>• Clearly define roles and responsibilities of partners involved in ACC relationships</li> <li>• Proactively maintain solid relationships with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document how partnerships add value to Aurora Cultural Centre</li> <li>• Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation</li> <li>• Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission</li> </ul>	<ul style="list-style-type: none"> <li>• Reworked partnerships with Pine Tree Potters and SOYRA</li> </ul>
<p>b) Support building a Cultural Leadership Team</p>	<ul style="list-style-type: none"> <li>• Identify and engage with professional arts, cultural and heritage institutions in Aurora</li> <li>• Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative relationship is formed</li> <li>• Action Plan on deliverables in the Cultural Master Plan is in place and being implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan</li> </ul>

c) Develop clear programming objectives for relationships with community arts delivery organizations	<ul style="list-style-type: none"> <li>Identify community arts providers</li> <li>Identify criteria for involvement with the ACC</li> <li>Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Community arts providers feel connected to the ACC</li> <li>Community arts providers and professional arts organizations are connected</li> </ul>	<ul style="list-style-type: none"> <li>List of community arts providers assembled</li> </ul>
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> <li>Create an inviting, inclusive and participatory gathering place where community meets culture</li> <li>Conduct a community-wide needs analysis to build relevant programs</li> <li>Determine which existing communities need to be reviewed for changing demographics and program relevance</li> <li>Explore new opportunities to engage new residents, new cultural groups and youth</li> <li>Create an inviting atmosphere for all to participate, especially new participants based on outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>Community programming needs analysis completed in 2019</li> <li>New programs in place by 2021</li> <li>Stakeholder and donor survey shows a high level of satisfaction with results</li> <li>ACC is rated highly accessible and welcoming in annual survey</li> </ul>	<ul style="list-style-type: none"> <li>Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation</li> </ul>

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

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> <li>Create opportunities for corporate co-branding</li> <li>Launch an updated corporate sponsorship program</li> <li>Research and apply for Corporate Foundation grants</li> </ul>	<ul style="list-style-type: none"> <li>Co-branding partnerships established with companies</li> <li>Increase corporate sponsorship programs to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>3 new corporate sponsors in place</li> <li>1 new corporate donor with 2-yr commitment</li> </ul>
b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> <li>Gather and analyze information on current patrons</li> <li>Revitalize individual gift program</li> <li>Create a base of supporters that make an annual gift</li> <li>Stewardship of every level of gift</li> <li>Develop &amp; Implement legacy/planned giving program</li> </ul>	<ul style="list-style-type: none"> <li>Audience database in place</li> <li>Increase individual gifts to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of current patrons complete</li> <li>Major gift received</li> <li>New campaign for classical music launched for annual donors</li> </ul>

c) Increase government funding	<ul style="list-style-type: none"> <li>Proactively seek funding from all levels of government               <ul style="list-style-type: none"> <li>Federal: Canadian Heritage, Canada Council for the Arts</li> <li>Provincial: Trillium Foundation, Ontario Arts Council</li> <li>Municipal: Town of Aurora</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Secure federal and provincial grants related to arts and cultural programming</li> <li>Secure funding to adequately support annual operational needs</li> </ul>	<ul style="list-style-type: none"> <li>Canadian Heritage funding secured</li> <li>Applied for OAC visual art project funding</li> </ul>
d) Grow operational reserves	<ul style="list-style-type: none"> <li>Budget conservatively to allow windfalls to build reserve</li> <li>Marketing strategies to generate additional revenues through participation</li> </ul>	<ul style="list-style-type: none"> <li>Operational reserves in place</li> <li>Strategically/conservatively invest reserves for growth</li> <li>Financial success enables annual transfers to contingency reserves</li> </ul>	<ul style="list-style-type: none"> <li>\$5000 transferred to contingency reserve in 2017</li> </ul>

**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	KPIs	Jan-June 2018
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> <li>Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system</li> <li>Conduct regular updates for the Board on progress of strategic plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Strategic and operational plans implemented as agreed</li> </ul>	<ul style="list-style-type: none"> <li>Staff outlined work plans in all areas of operations for the four years of the strategic plan</li> <li>Staff report to the Board includes strategies initiated and KPIs achieved</li> </ul>
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> <li>Review organizational effectiveness and structure to deliver new strategic plan</li> <li>Foster a culture that embraces change and opportunity</li> <li>Develop a succession plan for the Executive Director for emergency and long term</li> <li>Develop and implement compensation system</li> </ul>	<ul style="list-style-type: none"> <li>Administrative structure in place to support 2018-2021 Strategic Plan</li> <li>Volunteer program has levels of participation for varying skill levels</li> <li>Strategic plan success and milestones documented and celebrated</li> <li>Succession Plan in place for Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>Human Resource plan developed to support the strategic plan</li> <li>Board has developed ED succession plan</li> </ul>
c) Continue visible leadership from the Board to enable successful	<ul style="list-style-type: none"> <li>Create and implement a Board succession plan for key Board functions to support the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Board Self-evaluation completed annually</li> <li>Committees defined and in place</li> </ul>	<ul style="list-style-type: none"> <li>2018 Board self-evaluation complete</li> </ul>



<p>implementation of the Strategic Plan</p>	<ul style="list-style-type: none"> <li>• Create annual goals and work plan for the Board and Committees</li> <li>• Implement Board Self Evaluation and take action on areas needing development</li> <li>• Conduct governance training as required</li> <li>• Recruit highly talented Committee members to support the strategic plan implementation</li> <li>• Conduct risk assessment</li> <li>• Recruit diversity in Board membership</li> <li>• Build Board visibility at Aurora Cultural Centre and community events</li> </ul>	<ul style="list-style-type: none"> <li>• Board orientation and governance manual implemented and effective</li> <li>• By-laws and governance model mapped and published on the web</li> <li>• Board well governed</li> <li>• Risk analysis completed and monitored quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Risk assessment initiated and report to the Board quarterly</li> <li>• Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, Leona Alleslev BBQ etc)</li> </ul>
<p>d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting</p>	<ul style="list-style-type: none"> <li>• Maintain status with Imagine Canada</li> <li>• Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)</li> </ul>	<ul style="list-style-type: none"> <li>• Attain reaccreditation of Imagine Canada in 2019</li> <li>• Excellent fundraising/expense ratios published on CRA website</li> <li>• Maintain charitable status</li> </ul>	<ul style="list-style-type: none"> <li>• In progress on re-accreditation of Imagine Canada</li> <li>• Currently budgeted to achieve 85% programming to \$15% administrative costs</li> </ul>

**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.

### **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.

#### 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) <b>2018</b> at June 30	(audited) <b>2017</b> at Dec 31
<b>ASSETS</b>		
Cash	405,410	308,743
Amounts Receivable	18,416	2,550
Prepaid Expenses	2,704	4,872
	<b>426,531</b>	<b>316,165</b>
Capital assets	13,217	13,217
	<b>439,748</b>	<b>329,382</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	810	28,071
Revenues received in advance	22,455	28,919
Deferred grants	103,925	0
	<b>127,190</b>	<b>56,990</b>
Deferred contributions	4,744	4,744
	<b>131,934</b>	<b>61,734</b>
<b>NET ASSETS</b>		
Unrestricted	85,800	45,634
Internally restricted	213,541	213,541
Invested in capital assets	8,473	8,473
	<b>307,814</b>	<b>267,648</b>
	<b>439,748</b>	<b>329,382</b>

**CHURCH STREET SCHOOL CULTURAL CENTRE  
O/A AURORA CULTURAL CENTRE**

**STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS**

**6 Months Ended Jun 30**

	(unaudited) 2018	(unaudited) 2017	2018 Budget
REVENUES			
Grants - Town of Aurora operating grant	207,850	202,800	415,700
Grants - other	23,450	55,900	45,000
Programs	122,865	138,313	228,635
Fundraising, donations and sponsorships and other	54,382	20,677	44,000
	<b>408,547</b>	<b>417,690</b>	<b>733,335</b>
EXPENDITURES			
Salaries and Benefits	247,891	216,032	506,287
Programs	88,407	101,597	157,097
Amortization	0	4,997	5,276
Office, telephone, equipment leases, bank charges	21,921	30,333	36,440
Professional fees	5,268	5,420	15,500
Fundraising	1,256	1,051	5,211
Trillium Foundation	0	24,582	0
Insurance	2,895	10,311	12,800
	<b>367,638</b>	<b>394,323</b>	<b>738,611</b>
EXCESS(DEFICIENCY) OF REVENUES OVER EXPENDITURES	<b>40,909</b>	<b>23,367</b>	<b>-5,276</b>
NET ASSETS - Beginning of period	266,905	275,143	
NET ASSETS - End of period	307,814	298,510	

**CHURCH STREET SCHOOL CULTURAL CENTRE  
O/A AURORA CULTURAL CENTRE**

**STATEMENT OF CASH FLOWS**

**6 Months Ended Jun 30**

**(unaudited) (unaudited)  
2018 2017**

**OPERATING ACTIVITIES**

Excess of revenues over expenditures	40,909	23,367
Expenditures not requiring cash:		
Amortization	0	4,997
	<b>40,909</b>	<b>28,364</b>

Non-cash working capital items:

Amounts receivable	-15,866	31,834
Prepaid expenses	2,168	4,075
Accounts payable and accruals	-27,261	-18,441
Revenues received in advance	-6,464	-26,716
Deferred grant	103,925	83,818
	<b>56,501</b>	<b>74,570</b>

Deferred contributions	0	0
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**INVESTING ACTIVITIES**

Acquisition of capital assets	0	1,958
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**INCREASE/(DECREASE) IN CASH 96,667 100,976**

**CASH - Beginning of period 308,743 286,690**

**CASH - End of period 405,410 387,666**

# **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, 2016, 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.

# CHURCH STREET SCHOOL CULTURAL CENTRE O/A AURORA CULTURAL CENTRE

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

### 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 June 30, 2018:

Balance - beginning of year	<b>210,940</b>
Funds restricted - Classical Music Series	68,541
Funds restricted – Contingency	125,000
Funds restricted - Special Projects	20,000
Balance – June 30, 2018	<b>213,541</b>



## **CHURCH STREET SCHOOL CULTURAL CENTRE O/A AURORA CULTURAL CENTRE**

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

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 March 31, 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.