Aurora Cultural Centre

AGENDA # 5B

2023 Annual General Meeting of Members

Temporary Gallery at Aurora Town Hall

June 14, 2023 at 7:00 PM

Eric Acker, Chair

	WELCOME	Eric Acker
1	**Agenda** Motion to Approve Agenda	all
2	**Previous Minutes** Motion to Approve Minutes from Previous Members Meeting [June 15, 2022)	all
3	**Statements of Conflict of Interest**	all
4	**President's Report**	Eric Acker
5	**Executive Director's Report** 2022 Annual Report	Suzanne Haines
6	**Treasurer's Report** Presentation of the 2022 Audited Financial Statements **MOTION** The Members of the Aurora Cultural Centre receive the Audited Financial Statements for year ended December 31, 2022, which Financial Statements were previously approved by the Board of Directors. Confirmation of Auditor **MOTION**: To confirm FOSTER THIBEAULT YOUELL RADLEY PC as the 2023 Auditors.	Laura Hostick
7	**Governance & Nominating Report** **2023-2024 Slate of Directors** **MOTION** Resolved that: 1. The following Directors be approved for a 2-year term, expiring in June 2025: Damien Chan, John De Faveri, Sharon Kelly, Alicia Lauzon, Michelle Lockie, Mandana Gholami Mobarakabadi, Morry Patoka, Parisa Sabat 2. The following current Directors who have 1 year remaining in their current 2-year term that expires June 2024 be confirmed: Edlene Antonio, Anita Townsend	Parisa Sabat

8	Acknowledgement and thank you to the Board and Committee members	Eric Acker
9	Open Floor to Comments/questions	All
10	Confirmation of next meeting dates • Next Public Meeting: Wed September 13, 2023 @ 6:30PM • Next AGM: Wed June 12, 2024 @ 7PM	Eric Acker
11	Motion to Terminate Annual General Meeting of Members	All

Aurora Cultural Centre

2022
Annual Report

2022 **ANNUAL REPORT**

Constellations Music Festival

Front cover: Aurora Bell Box Murals project participants

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Our Mission & Vision

Vision

Strengthening the social fabric of our community through the transformative power of arts and culture

Mission

As a cultural leader, we bring vitality to the heart of Aurora through:

- Excellent and innovative professional visual and performing arts programs and educational opportunities;
- Opportunities for meaningful social interactions and artistic community arts programs in our welcoming and inspiring venue and beyond; and
- Inclusivity by reaching out into our diverse community, recognizing that the arts are both universal and unifying.

As a partner of the Town of Aurora, we play a leading role in the realization of the Town's cultural objectives.

Core values were purposely chosen as integral elements for every day decision making by staff, volunteers and the Board. They are **Excellence**, **Collaboration** and **Accountability**.

Message from the President & Executive Director

Eric Acker, President

The organization was poised yet again to leap out of the pandemic and into a new reality but the COVID situation in the first quarter of 2022 required a pause to plans. The Board has continued to be responsive in its assessment of risk and situational analysis to help staff navigate the realities of the deep impact of the pandemic on the arts. Also impacting operations, the Board was active in understanding the impacts of offsite operations while construction continues at Aurora Town Square.

With programming emerging and ramping up for the organization, the Board assembled to discuss the current strategic plan which expected to sunset in 2022. In an environment of continued uncertainty, we built an interim strategic plan for September 2022 through December 2023. It was clear that the organization was rebuilding audience and programming for the community, and the Board built direction around areas of focus in the short term. A shorter interim plan also made sense since there continued to be uncertainty around the organization's role and responsibilities in Aurora Town Square. By year end, the Board Facility Task Force sub committee completed a first draft of a new Provision of Cultural Services agreement between the organization and the Town of Aurora to be considered by the new Aurora Town Council in 2023.

Board Outreach initiatives relaunched in the last quarter of the year as we were now able to be more active in the community. In support of the next stage of strategic planning, the committee built a comprehensive community input survey to hear what the community would like to see from the Aurora Cultural Centre in Aurora Town Square. The survey includes a digital survey, focus groups, and one-on-one interviews with stakeholders to take place in 2023.

Board fundraising efforts continued to be very slow in 2022 as the pandemic decimated much needed campaigns and efforts to create new partnerships and launch initiatives in the community. The Board took a close look at needed resources to build out a meaningful fundraising program in the community and approved an investment of professional fundraising staff to achieve the needed results.

The organization continues to follow Imagine Canada standards that keep the organization in compliance with best practices for excellence in governing a not-for-profit. Part of this is being responsive to the community and focusing attention on Board health, resiliency, succession, and composition. The Governance & Nominating committee continued its work on finding diversity on the Board with the skill sets of its members, representation from different lived experiences including equity seeking groups and ethnic backgrounds, and gender balance. As this is my last year as President of the Board, there was also an emphasis on succession planning, bringing Board members into new roles to support transition to a new Board leadership team in 2023.

On the staff level, the Executive committee works with the Executive Director (ED) to support staff outcomes to balance activity, capacity, and burnout, and keep an eye on fair compensation in a changing economy. While human resource management is the responsibility of the ED, additional pressures this year required deeper Board consultation and involvement.

On behalf of our Board of Directors I want to sincerely thank Suzanne Haines and her team for the outstanding work they did to navigate our first full programming year coming out of the height of the pandemic to deliver new and dynamic programming to the community.

Executive Committee members in 2022:
Eric Acker (President/Chair), John De Faveri, Laura Hostick, Andrea Chan
Staff Supporting Committee in 2022: Suzanne Haines

Suzanne Haines, Executive Director

As I look back in review on our 2022 year, it is with so many mixed emotions for the hard work and resilience of the Board and staff of the Aurora Cultural Centre. With an optimistic outlook at the end of 2021 and a full program presented to the community for 2022, we were once again halted by a COVID-related lockdown in Q1. It feels like that was so long ago now. We pressed forward to move our plans further into the year in the hopes of not losing too much both for the community and artist employment. Our performing arts program shifted to start in March 2022. Education programs reduced in size and pushed further into the year also. And, with regret but understanding, we informed the gallery artist and the myriad of students involved in our graduating high school exhibit that they would not have an in-person component to their exhibits. It was a tough way to start the year.

With true resilience though, we lived through those early months of wondering when it would end and planning for our future. Once the lockdown ended, we moved quickly to reopen, adapt, and add more and more programming. As a not-for-profit organization, we were eligible for pandemic relief, recovery, resilience, and reopening funding. With this funding, we were able to scale up to our regular schedule of programming and offer a diversity of new options for the community throughout the summer. The gallery opened to in person visitors at Aurora Town Hall in March 2022 for the first time since the pandemic started. Our Kaleidoscope in the Schools program kicked back into gear in May 2022 as soon as we heard the schools would welcome us back. We repeated our Aurora Pops Up! series with the most success at long term care facilities and community meals. With partner support, we successfully produced a fully subsidized 'Constellations Music Festival' in Aurora Town Park, showcasing World Music for the community. We brought deep and rich conversations to the community in our I.D.E.A. (Inclusivity, Diversity, Equity & Accessibility) Symposium with guest speakers from across the equity seeking communities that we partner and connect with. We were able to activate two special public art projects in the community; Aurora Bell Box Murals in collaboration with CMHA York-Simcoe and the Town of Aurora, and #ofhopeandhomecanada which was a temporary installation at the Aurora Family Leisure Complex. Both projects spoke to reconciliation with Indigenous people and communities and worked closely with our partners across the region. Lastly, we supported the Chippewas of Georgina Island artist Jacob Big Canoe in producing another event with artists from across First Nation, Métis, and Inuit communities in an inclusive reconciliation event on September 30th for National Day for Truth & Reconciliation. We learned that while one-off events are important, year-long conversations are most meaningful and impactful.

An investment in digital capture infrastructure also was possible through pandemic response funding. We purchased cameras, audio equipment and support technology to enable us to live stream productions for the community as artists allow. Starting in the fall of 2022, we have offered live streams of our performing arts events to the community at no cost, with a target audience of those in isolated living situations like long term care facilities. The equipment will also serve our return to Aurora Town Square were it can remain mobile for use throughout the facility.

Alongside the important work of maintaining and rebuilding programming for the community, the team also planned for a full 2022-2023 season in each of the three pillars of our programming and worked with the Town on exciting future planning in Aurora Town Square. The relationship with the cultural partners, specifically Town staff, continues to deepen and create opportunities.

We continue to see impacts of COVID in artist and audience cancellations due to illness, and as our audience slowly returns and new audiences find us. Compassion within the team allows for excellent decision-making and responsiveness as we meet our patrons where they are, keeping us and them safe and comfortable as needed. Throughout 2022, we continued to have a masking mandate for the organization, but relaxed requirements for our patrons which seemed to be a healthy balance.

The pandemic continues to teach us about the frailty of our human bodies, the resiliency of our spirits, the importance of connection both in person and virtual as may be the only possible form, the importance of creative expression and opportunities to learn, the ingenuity of artists in their craft, and all the ways we can open doors, be present and in conversation, and let our hearts lead the way.

I thank the staff, artists, Board, and volunteers at the Aurora Cultural Centre for your resilience, creativity, intelligence, compassion, and understanding as we burst out of lockdowns into active programming that has inspired the community.

Suzanne Haines

2022 Highlights: Snapshot of 2022 Activities

Programs

- 32 Professional music concerts (both in-person and digital)
- 2 Professional performing arts shows for families
- 7 Professional visual art exhibitions (including temporary public art)
- 1 Student visual art exhibition
- 9 Professional public art installations (permanent)
- 59 Educational arts classes for all ages with professional artists
- 26 Professional performing arts events in elementary schools
- 40 Workshops for students in elementary schools
- 12 Summer visual art camps
- 25 Mentorship and skills exchange with industry and the community
- 7 Special community programs at no cost
- 249 Artists contracted/employed
- Collaborated and facilitated programs with 32 community partners
- 530 Volunteer opportunities
- 109,690 visitors to Aurora Cultural Centre programs

Administration

- In-house management of all activities and events
- Box office and e-commerce services
- Bookkeeping, accounting, audit
- In-house marketing and communications
- Maintain and grown active website and social media platforms
- Operations moved temporarily off-site for the Town of Aurora Town Square project

Governance

- Board of Directors assume fiduciary responsibility for the governance of the Centre and provide broad oversight of the Centre's operations
- Create, review and administer policies and procedures
- Develop & review strategic plans
- Oversee all aspects of the organization
- Oversee compliance, legal and reporting protocols

Key Performance Indicators (KPIs)*

	KPI (reference to PCSA)	How Calculated	Measure
1a	**Customer satisfaction with Program mix**	Question in Annual customer satisfaction survey**	91.17 % satisfied or very satisfied
1b	**Customer Satisfaction with Quality Level***	Question in Annual customer satisfaction survey**	The quality of each program is assessed by those using them (ranked satisfied or very satisfied)
	1. Educational Programs		1. 82% Adult, 79% Youth
	2. Gallery Programs		2. 82%
	3. Live Performing Arts Programs		3. 94%
	4. Special Events		4. 96%
	5. Volunteer Program		5. 43%
1c	**Public perception of how well the Aurora Cultural Centre is governed**	Question in Annual customer satisfaction survey**	Survey respondents rated the organization as 4.9 our of 5 stars
1d	**Customer Recognition and Awareness of Centre**	Question in Annual customer satisfaction survey**	Our Net Promoter Score (NPS) is +63. Of the total survey respondents, 71% are ranked as Promoters of the Centre (with a score of 9 or 10 in response to the question)
2	**Programming spending vs. total spending**	Programming Spend / Total Spend	84%
3	**Programming hours per capita**	Programming hours / population	14%
4	**Town Grant as % of Total Revenue**	Town Grant / Total Revenue	49%
5	**Town Grant per capita**	Town Grant/ Population	$8.43
6	**Number of Partnerships**	Current year partners	33
7	**Volunteer hours as a % of total hours to operate the Centre annually+**	Total volunteer hours / (Paid + Volunteer hours)	11%
8	**Number of Visits Annually both virtual and in-person**	Current year visits	109,690***

* The Aurora Cultural Centre is required to report on key performance indicators (KPI) identified by the Provision of Cultural Services Agreement with the Town of Aurora. Additional organizational KPIs can be found on page 21.

**Customer satisfaction information is gathered through an annual survey distributed in the winter of the following year of operation. The 2022 survey occurred during the coronavirus pandemic which may skew results based on the significant impact that the pandemic has had on normalcy in our community. The Centre has been operating offsite from 22 Church Street since March 2020.

***This includes 83,100 recorded viewings of a temporary public art installation at the Aurora Family Leisure Complex.

+ Volunteer hours were diminished with the ability to program due to COVID-19 pandemic. Volunteer program information can be found on page 20.

Programming at the Centre

Live Performing Arts

Due to the Aurora Town Square Project, the Centre continues to present Performing Arts throughout multiple venues across the community.

We acknowledge and thank: NC- Aurora Armoury, St. Andrew's College, Theatre Aurora, Town of Aurora - Aurora Seniors Centre and Trinity Church Aurora.

We typically present five series geared towards different community engagements:

- Signature Series and RBC Emerging Artist Series featuring established and emerging artists of popular music genres;
- Great Artist Music Series featuring classical music artists and a pre-show lecture to support education;
- Kaleidoscope Family Series featuring music, theatre, dance and multi-discipline artists who program from age 5+, and
- Meridian Magic Carpet Series featuring music, theatre, dance and multi-discipline artists who program from age 18 months+.

Caity Gyorgy

Yanchan Rajmohan

Date	Artist	Series	Genre
February 3	**Sounding Thunder: The Song of Francis Pegahmagabow**	Great Artist Music Series (Virtual, no fee to public)	Classical
February 21	**Kattam and his Tam-Tams**	Kaleidoscope Family Series (Virtual, no fee to public)	Family, Theatre, Literary
March 11	**Sarah Hagan**	Great Artist Music Series	Classical
March 19	**Dufflebag Theatre Presents Robin Hood**	Kaleidoscope Family Series	Family, Theatre
April 7	**Leela Gilday**	Signature Series	Indigenous Roots, Pop, Rock
May 6	**John Sheard Presents Legends of Canadian Folk**	Signature Series	Folk
May 20	**TiKA**	Signature Series	R&B/Soul
June 2	**Crozman and Chiu**	Great Artist Music Series	Classical
June 5	**Yassama and the Beaded Calabash**	Meridian Magic Carpet Series, in collaboration with the WeeFestival	Family, Theatre, Dance, Storytelling
June 11	**John Sheard Presents Homeward Bound: A Tribute to Simon & Garfunkel**	Signature Series	Folk
June 25	**Constellations Music Festival featuring Okan, Tio Chorinho with Flávia Nascimento, Wesli**	No cost World Music festival in Aurora Town Park	Afro-Cuban, Brazilian Choro and Haitian with reggae, Afrobeat and hip-hop
July 23 (10:00 am)	**Sina Bathaie**	Aurora Pops Up!*	Santur player

July 23 (1:00 pm)	Sina Bathaie	Aurora Pops Up!*	Santur player
July 28 (10:00 am)	Glen Marias	Aurora Pops Up!*	Singer/Guitarist
July 30 (10:00 am)	Rebekah and Jurecka Duo	Aurora Pops Up!*	Violin duo
July 30 (2:00 pm)	Rebekah and Jurecka Duo	Aurora Pops Up!*	Violin duo
August 11 (10:30 am)	George St. Kitts	Aurora Pops Up!*	R&B duo
August 11 (1:00 pm)	George St. Kitts	Aurora Pops Up!*	R&B duo
August 13 (1:00 pm)	Basset	Aurora Pops Up!*	Folk duo
August 13 (2:00 pm)	Basset	Aurora Pops Up!*	Folk duo
August 18 (2:00 pm)	Sophie Lukacs	Aurora Pops Up!*	Kora player
August 18 (4:00 pm)	Sophie Lukacs	Aurora Pops Up!*	Kora player
August 20 (10:00 am)	Freeplay Duo	Aurora Pops Up!*	A cappella duo
August 20 (1:00 pm)	Freeplay Duo	Aurora Pops Up!*	A cappella duo
September 1 (12:00 pm)	Glenn Marais	Aurora Pops Up!*	Singer/Guitarist
September 8 (1:00 pm)	Anh Phung	Aurora Pops Up!*	Flautist
September 8 (3:00 pm)	Anh Phung	Aurora Pops Up!*	Flautist
September 10 (10:00 am)	Yanchan Rajmohan	Aurora Pops Up!*	Carnatic percussionist/ guitar
September 10 (1:00 pm)	Yanchan Rajmohan	Aurora Pops Up!*	Carnatic percussionist/ guitar
September 16	Mark Fewer & John Novacek	Great Artist Music Series	Classical
November 5	Njacko and the Noisemakers	Meridian Magic Carpet Series	Family/West African music and storytelling
November 17	Caity Gyorgy	RBC the NEXT Stage Series	Jazz
December 3	The Ennis Sisters Holiday	Signature Series	Celtic Folk/Folk Rock/Holiday
December 10	Dufflebag Theatre, A Christmas Carol	Kaleidoscope Family Series	Family theatre

*Aurora Pops Up was fully subsidized through grants so offered at no cost to the community

The Patron Post-Event Post-It Project

The Patron Post-Event Post-It Project celebrated the return of live performing arts by simply asking the audience how it felt to be back in-person again, and to record their impressions on a post-it note. At all concerts and events from March – June 2022, patrons found post-its and pens with their house programs. We simply asked – "*What does returning to live events mean to you?*" Audience members left their responses on a poster board in the lobby during intermission and after the show, and patrons, volunteers and staff all crowded around to read each other's comments each time as the board filled up. The performing artists were equally moved when we showed them these responses. These uplifting and heartfelt messages were also shared up on the Centre's website for much of 2022.
The messages in these notes served as a powerful reminder of the importance of these shared experiences.

Gallery Programs: Exhibitions

In-person
Virtual gallery

Constellations

Emily Carriere
Temporary Gallery space on the 2nd floor of Town Hall
Solo Exhibition and Sale (virtual only)

Oct 30, 2021 - Feb 5, 2022

Mayor's Celebration of Youth Arts

Group Youth Art Exhibition
Temporary Gallery space on the 2nd floor of Town Hall

February 23 – March 19, 2022
February 15 – March 25, 2022

Upon Reflection – Portraits of Personal History

Nicole Crozier, Eden Graham, Joon Hee Kim
Temporary Gallery space on the 2nd floor of Town Hall

April 1 – April 23, 2022
March 31 – May 6, 2022

Backstories: The Researching Artist as Traveller & Interviewer

Andre Cheddie Sookrah
Temporary Gallery space on the 2nd floor of Town Hall
Solo Exhibition and Sale

May 11 – July 15, 2022
May 13 – July 15, 2022

Backwards and Forwards: Reflections in Porcupine Quills

Vanessa Dion Fletcher
Temporary Gallery space on the 2nd floor of Town Hall
Solo Exhibition and Sale

July 27 – September 17, 2022
July 25 – September 23, 2022

Together in Spirit: Dialogue in Image

Dazaunggee (Paul) Shilling and Ted Fullerton
Temporary Gallery space on the 2nd floor of Town Hall
Dual Exhibition and Sale

October 1 – November 19, 2022

Inspirations From a Space of Healing

Temporary Gallery space on the 2nd floor of Town Hall and Hillary House National Historic Site

Featured from the Society of York Region Artists:
Bill Lunshof, Carol Walthers, Catherine Fairs, Christine Valentini, George Keltika, Hans Backer, Karin Adams, Kevin McBean, Linda Welch, Lucy Quin, Melinda Schnalzer, Sharon Nielsen, Vikki Mikkola
Group Exhibition and Sale

December 10, 2022 – January 28, 2023
December 10, 2022 – February 10, 2023

Installation view: *Relative Gradient: Arches* (2021-2022), Vanessa Dione Fletcher

Gallery Events & Art Bytes

Each exhibit is accompanied by a gallery launch event for the artist(s), tours, and at least one educational event for the public. In addition, all exhibitions are supported by digital ArtBytes, including conversations with the artists.

Art Bytes	Date
Welcome to the Mayor's Celebration of Youth Arts (MCOYA)	February 15
MCOYA: In conversation with Samantha, Madeline, Michael & Bella	March 8
MCOYA: In Conversation with Jessica and Natasha	March 9
MCOYA: In Conversation with Kathy	March 15
MCOYA: In Conversation with Alina	March 15
MCOYA: In Conversation with Lexi, Alfie and Christarn	March 16
Concluding MCOYA	March 19
Upon Reflection: In Conversation with Nicole Crozier	April 18
Backstories: The Book of Faces – Andrew's Return to Portraiture	June 7
Backstories: The Fire Within – Backstories and Inspirations of Andrew Cheddie Sookrah	June 7
Backstories: A Calling to Ragged Falls | Andrew Cheddie Sookrah	June 7
Installation of Backwards and Forwards – Vanessa Dion Fletcher	August 3
Backwards and Forwards: Porcupine Quills, Onion Skins – Vanessa Dion Fletcher	August 10
Backwards and Forwards: Looking Back to Move Forwards – Vanessa Dion Fletcher	August 18
Tracey-Mae Chambers on #hopeandhealingcanada (Part 1)	October 14
Tracey-Mae Chambers on #hopeandhealingcanada (Part 2)	October 14
Behind the Scenes - Installation of Together in Spirit	November 21
Inspirations from a Space of Healing: Create, Curate and Collaborate	December 9
Inspirations from a Space of Healing: Inspirations with Kevin McBean	December 9
Inspirations from a Space of Healing: Inspirations Melinda Schnalzer	December 9
Inspirations from a Space of Healing: Inspirations Karin Adams	December 9

Tracey-Mae Chambers installation at the Aurora Family Leisure Complex

Special Gallery Projects

#hopeandhealingcanada

Tracey Mae Chambers

Installed in the front foyer at the Aurora Family Leisure Complex

In-person September 13 – December 13, 2022
# of recorded views: 83,100

Aurora Bell Boxes

Group Permanent Public Art Installation

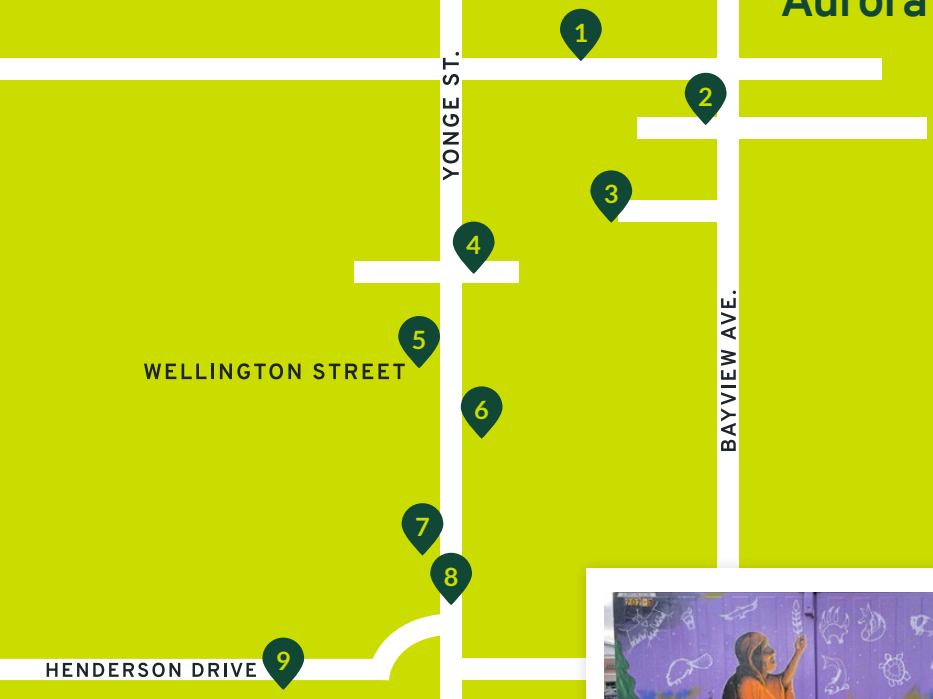
Nine locations throughout Aurora
Installation Dates: August – September 2022

A community-centered collaborative project together with the Canadian Mental Health Association York Region and South Simcoe, and the Town of Aurora. The project responds to Call to Action #83 from the Truth and Reconciliation Commission of Canada Report calling for Indigenous and non-Indigenous artists to undertake collaborative projects and produce works that contribute to the reconciliation process. One Indigenous and one non-Indigenous artis were paired together resulting in 9 Bell Box Murals throughout Aurora.

www.AuroraCulturalCentre.ca/bellboxmurals

Aurora Bell Boxes Participating Artists	Aurora Bell Box Themes
Sherlyn Hu **Ren Lonechild**	Family Life and Ancestral Traditions
Joaquin Varela **Annwin Manitowabi**	Truth and Reconciliation and the Path Forward Together
Atessa Hooshvar **Sharon Rigby**	Indigenous History Specific to Aurora/York Region
Kim Egan **Jennifer Messon**	The Natural Elements Working Together in Harmony
Jull Sciberras **Ren Lonechild**	Language, Stories & Connection to the Land
ACC/CMHA York-Simcoe **Gloria Hope**	The Seven Grandfather Teachings
Stacey Kinder **Jennifer Messon**	Indigenous Relationship with Nature
Karen Roberts **Sharon Rigby**	Stories of Creation
Hope Flynn **Gloria Hope**	Meeting Places, Trade Routes and Cultural Connections

Aurora Bell Box Locations & Artists



Theme: Stories of Creation

1 Karen Roberts & Sharon Rigby

476 St John's Sideroad, Aurora, ON

Theme: Language, Stories, & Connection to the land

2 Jill Sciberras & Ren Lonechild

Pederson Drive, between Bayview and Earl Stewart Drive, Aurora, ON

Theme: The Seven Grandfather Teachings

3 Gloria Hope & CMHA & ACC Team

49 Hollidge Blvd, Aurora, ON

Theme: Indigenous Relationship with Nature

4 Stacey Kinder & Jennifer Messon

15453 Yonge St, Aurora, ON

Theme: Meeting Place, Trade Routes, and Cultural Connections

5 Hope Flynn & Gloria Hope

Wellington Street W and Temperance Street, Aurora, ON

Theme: Indigenous History Specific to Aurora / York Region

6 Atessa Hooshvar & Sharon Rigby

11 Mosley St, Aurora, ON

Theme: Truth and Reconciliation and the Path Forward Together

7 Joaquin Varela & Annwin Manitowabi

14810 Yonge St, Aurora, ON

Theme: The Natural Elements working together in Harmony

8 Kim Egan & Jennifer Messon

14730 Yonge St (South of Murray St), Aurora, ON

Theme: Family Life and Ancestral Traditions

9 Sherlyn Hu & Ren Lonechild

Henderson Drive and Seaton Drive, Aurora, ON

Educational Programs:
Term Classes, Workshops and Short Courses

Term education classes are built around the two disciplines produced in our other pillars of programming: visual arts and performing arts. Courses are most often 8 weeks long, with some short courses over 4 weeks, and weekend or one-day workshops. The summer term exclusively offers children and youth visual art camps.

Process of Printmaking

Winter

After a successful Fall 2021 with a return to in-person programming, Ontario had declared another Lockdown in Winter 2022. We pushed the start date of our programs to ensure in-person delivery of most of the planned classes and workshops and kept rigorous COVID measures in place to help participants feel safe with our programming. We opened at Aurora Town Hall, with March Break programs offered at NC - Aurora Armoury.

In-person program
Virtual program

- Professional Activity Day Program – *January 14*
- Winter Walks in Watercolours
- A Journey Through Art & Time
- Around the World with Art
- Famous Artists & Their Styles
- Drawing & Sketching
- Painting in Acrylics
- Exploring Watercolours (Intermediate/Advanced)
- Ukulele for Beginners
- Beginning Guitar
- Watercolours: Basic & Beyond
- The Art of Calligraphy
- Make Your Own Stained Glass Suncatcher
- Drawing with Lines
- March Break Arts Buffet
- Floral Pin Beading
- FREE! Watercolour Workshop (2)

Spring

While able to offer in person programs in full, we still limited class sizes and kept COVID measures in place in the Spring term. We were able to offer a full suite of programs in our program room at Aurora Town Hall, with weekday, daytime children's programs and the Springtime Paint Along offered at NC - Aurora Armoury.

- Signs of Spring
- Expand Your Horizons in Acrylics Level 2
- Start Painting now with Acrylics
- After School You Can Uke It
- Beginning Guitar
- Exploring Watercolours
- Ukulele for Beginners
- Watercolours: Basics & Beyond
- A Journey Through Art & Time
- Around the World with Art
- Famous Artists & Their Styles
- Card Making
- Wood Carving
- The Process of Printmaking
- Springtime Paint Along
- Florals Up Close
- Introduction to Mixed Media
- Make Your Own Stained Glass Suncatcher
- Crepe Paper Flowers
- Professional Activity Day – *June 2*
- Punch Needle Rug Hooking for Beginners
- The Magic of Pastels
- Oil Painting in Still Life
- Chip Carving 101

Summer

Our summer was once again in-person with the ability to offer both half and full-day programs in the one room that was available, limiting which weeks we could offer to younger kids. Our temporary home was at NC - Aurora Armoury, with breakouts in the park for kids to run and play between their creative time. We continued to see students absent due to illness and kept our flexible cancellation policy, while relaxing our protocols for vaccination and masking of participants. We offered 8 weeks of programming in-person. While challenging to be offsite from our "home", it was an overall incredibly successful summer.

Week 1 Nature and Animals
Young Artist Studio (half day)
Ages 4-6

Week 1 Nature and Animals
Mixed Media Mashup (half day)
Ages 7-12

Week 2 Fantasy Myths + Legends
Young Artist Studio (half day)
Ages 4-6

Week 2 Fantasy Myths + Legends
Mixed Media Mashup (half day)
Ages 7-12

Week 3 Bright Colours
Young Artist Studio (half day)
Ages 4-6

Week 3 Bright Colours
Mixed Media Mashup (half day)
Ages 7-12

Week 4 Sculpt it
Young Artist Studio (half day)
Ages 4-6

Week 4 Sculpt it
Mixed Media Mashup (half day)
Ages 7-12

Week 5 Art Around the Globe
Mixed Media Mashup (full day)
Ages 7-12

Week 6 Faces + Places
Mixed Media Mashup (full day)
Ages 7-12

Week 7 Art through the Ages
Mixed Media Mashup (full day)
Ages 7-12

Week 8 Famous Artists + their styles
Mixed Media Mashup (full day)
Ages 7-12

Fall

We were back at Aurora Town Hall for our fall programs, with children's daytime programs at NC - Aurora Armoury.

- Wood Carving
- Professional Activity Day – *September 23*
- Expand Your Horizons in Acrylics Level 2
- Exploring Watercolours
- After School You Can Uke It
- Ukulele for Beginners
- Beginning Guitar
- Watercolours: Basics & Beyond
- A Journey Through Art & Time
- Around the World with Art
- Famous Artists & Their Styles
- Autumn Reflections in Watercolours
- Photographing Nature
- Professional Activity Day – *November 18*
- Crepe Paper Flowers
- Holiday Card Making
- The Magic of Mixed Media

Educational Programs: Kaleidoscope in the Schools (KITS)

Kaleidoscope in the Schools is a fully subsidized in school performing arts program that offers each school a performance for grades Junior Kindergarten to grade 4 and professional development for their teachers. Performances engage professional artists and professional development is built with professional arts facilitators building workshops in arts integration and developing curriculum-tied activities for teachers to activate before and after the in-school performance. The artists remain in the school to deliver an in-depth workshop to the grade 4 students. The program removes all barriers so all students can participate, regardless of socio-economic or developmental needs.

As the COVID restrictions eased, school boards contacted us to bring back the Kaleidoscope in the Schools (KITS) program. We offered the program to all publicly funded Aurora elementary schools however not all schools were ready for us to return. As we had three artists ready to return, we approached the four school boards to announce that we could start our growth into the schools north of Aurora to fill the spots. We had three productions with 10 performances across YCDSB, YRDSB, and Mon Avenir school boards in May 2022, much to the delight of the 2,346 JK-Grade 4 students who enjoyed the program.

KITS Production	Dates	Elementary Schools	Community
Le Carnaval des Animaux	**May 4**	École élémentaire catholique Saint-Jean	Aurora
The Carnival of Animals	**May 5**	Regency Acres Public School	Aurora
Kattam and his Tam Tams	**May 10**	St. Thomas Aquinas Public School	Keswick
Kattam et ses Tam-Tams	**May 11**	St. Joseph Catholic Elementary School	Aurora
Kattam and his Tam Tams	**May 12**	Hartman Public School	Aurora
Kattam and his Tam Tams	**May 13**	St. Bernadette Catholic Elementary School	Sutton
The Fitzgeralds	**May 24**	Holy Spirit Catholic Elementary School	Aurora
The Fitzgeralds	**May 25**	Our Lady of Grace Catholic Elementary School	Aurora
The Fitzgeralds	**May 26**	St. Jerome Catholic Elementary School	Aurora
The Fitzgeralds	**May 27**	Prince of Peace Public School	Keswick

Njacko Backo: African Voyage

Starting in the fall, the program was officially ready to begin our growth into York Region. School boards identified 'low capacity' schools that would receive the program, where their resources, staffing levels, socio-economic situation or other factors may have limited their ability to naturally program a performing arts and professional development program like KITS. We offered KITS to all publicly funded Aurora elementary schools and 'low capacity' schools identified by the school boards north of Aurora. We programmed across all four school boards namely, YRDSB, YCDSB, Mon Avenir, and Viamonde. The following productions occurred in the fall of 2022 to the delight of 3,847 participants.

In total, we were able to offer the program to 6,193 students and teachers in Junior Kindergarten to grade 4 in York Region in 2022.

KITS Production	Dates	Elementary Schools	Community
Njacko - African Voyage	**Oct 25**	Our Lady of Grace Catholic Elementary School	Aurora
Njacko - African Voyage	**Oct 26**	Sutton Public School	Sutton
Njacko - African Voyage	**Oct 27**	Highview Public School	Aurora
Njacko - African Voyage	**Oct 28**	Maple Leaf Public School (FI)	Newmarket
Njacko - African Voyage	**Nov 01**	Prince of Peace Catholic Elementary School	Keswick
Njacko - African Voyage	**Nov 02**	Fairwood Public School	Keswick
Njacko - Voyage Africain	**Nov 03**	École élémentaire catholique Saint-Jean	Aurora
Njacko - Voyage Africain	**Nov 04**	École élémentaire Chantal-Benoit	Sharon
Puzzle - Wood	**Nov 22**	Lester B. Pearson Public School	Aurora
Puzzle - Bois	**Nov 23**	École élémentaire catholique Jean-Béliveau	East Gwillimbury
Puzzle - Wood	**Nov 24**	St John Chrysostom Catholic Elementary School	Newmarket
Puzzle - Wood	**Nov 25**	Morning Glory Public School	Pefferlaw
Puzzle - Wood	**Nov 28**	St. Joseph Catholic Elementary School	Aurora
Puzzle - Wood	**Nov 29**	Lakeside Public School	Keswick
Puzzle - Wood	**Nov 30**	Devins Drive Public School	Aurora
Puzzle - Wood	**Dec 01**	St. Thomas Aquinas Catholic Elementary School	Keswick

Community Engagement Events

Taylor James McKinnon, performing artist and speaker

I.D.E.A. (Inclusivity, Diversity, Equity & Accessibility) Symposium

June 25-26

Families creating at the Armoury

March Break Crafternoon

March 16

Wesli Band

Constellations Music Festival

June 25

Basset

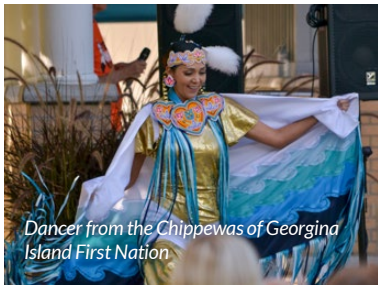
Aurora Pops Up!

July 23 - September 10

Participatory Painting Activity with Chantal Hassard

Culture Days at the Multicultural Festival

September 24



Dancer from the Chippewas of Georgina Island First Nation

National Day for Truth & Reconciliation

September 30

Culture Days

October 1

Board Governance & Nominating Committee Report

Parisa Sabat

The Governance and Nominating committee manages governance and compliance for the organization; the membership on the Board and committees; and the health of the Board. The committee continues to manage application of compliance requirements for our Imagine Canada accreditation for the current period, up to 2025 and developed a robust schedule for each committee and the Board. The committee is responsible for completing quarterly risk assessments which respond to changing situations through the pandemic and our ongoing discussions with the Town regarding our participation in Aurora Town Square. Regular activities also include monitoring the review of Terms of Reference for each committee and task force, and oversight of committee activities related to the goals of the organization.

The committee is responsible for succession planning within the Board, and nominations to fill committee and Board roles. In 2022, the committee launched a new mentorship program to support its new Board members. It has been a full and rewarding year.

Special thank you to the committee members for your continued support and valuable contribution to the strength of the Board governance for the Aurora Cultural Centre.

Board Governance and Nominating Committee members in 2022:
Eric Acker (Ex-offico), Andrea Chan,
Edlene Antonio, Parisa Sabet (Chair)
Staff Supporting Committee in 2022: Suzanne Haines

IMAGINE CANADA

Accountability and Transparency

Accountability and reporting to our individual and corporate donors as well as grant providers (Ontario Arts Council, Heritage Canada etc.)

Board Facility Task Force

Craig Mather

The Facility Task Force (FTF), formed in June 2019, continued its work during 2022 supporting the Aurora Cultural Centre (Centre) through the complexity of a changing relationship with the Town of Aurora (Town) and operational and programming needs of the Centre. The Centre continues to program offsite as Aurora Town Square (ATS) construction continues and is expected to be completed and operational in 2023.

Two key documents formalize the working relationship between the Centre and the Town in 2013, namely the Provision of Cultural Services and Lease agreements. The management and operational roles and responsibilities of the Town and the Centre will change substantially within the ATS governance model. It is vitally important, therefore, that these relationships are well defined and agreed to through the updating of these two documents, well before the new and existing facilities within ATS become operational.

The FTF supported the Executive Director (ED) in the drafting of new Provision of Cultural Services and Lease agreements for consideration by the Town. This effort involved many meetings both internally and with Town staff to ensure that these documents represented the new roles and responsibilities of both the Town and the Centre. It must be recognized that the work to date has been at the staff level only and ultimately approval is required by both the Centre's Board of Directors and Aurora Town Council. It is expected that additional work will be required by the FTF on these documents before Council and Board approval is obtained.

In addition to its work on the documents, the FTF provided advice to the ED on various budget and operational matters related to the staffing, programming, and management of the Centre's new, and in some cases expanded role, in the delivery of its stated mission within the new framework of the ATS.

Thank you to the members of the Task Force who continue to bring their unique set of skills and expertise to assist the staff and Board of the Aurora Cultural Centre during this very exciting time for the Centre.

Facility Task Force members in 2022: Eric Acker, John De Faveri, Suzanne Haines, Bonnie Kraft, Paul Martin, Craig Mather (Chair)

Volunteer Program 2022

2736 hours in 2022

35,427 hours to date (Jan 2011 – Dec 31, 2022)

1361 Board Hours in 2022

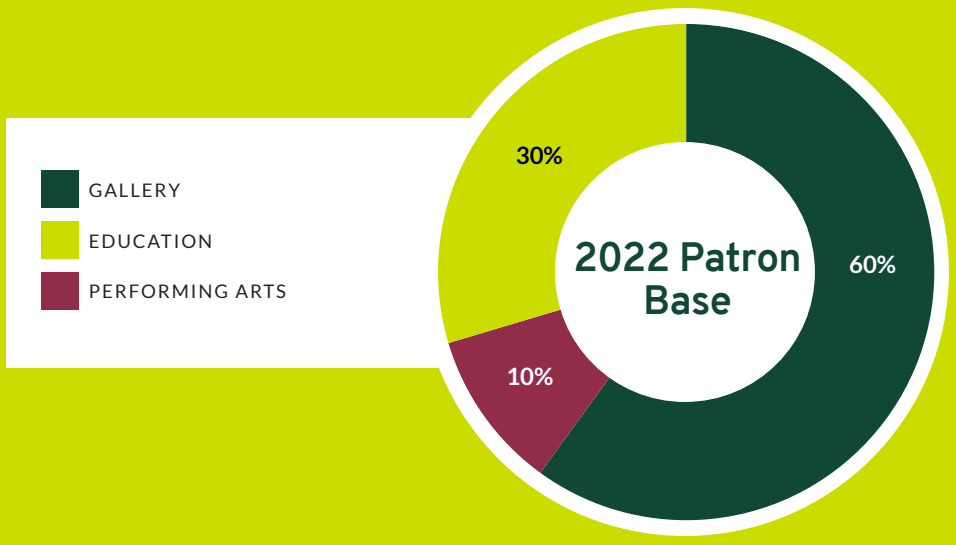
1375 Volunteer team hours in 2022 (excluding Board hours)

Assist with:

- Wayfinding
- Ticket taking/scanning
- Ushering
- Special event setups
- Board Governance duties
- Administrative support
- Reception support
- Processing registrations and sales
- Planning and supporting events
- Photography
- Supporting Education programs
- Supporting Summer Camp programs
- Concession ticket sales
- Fundraising
- Outreach
- As Cultural Ambassadors in our community

Organizational Key Performance Indicators

The year started with a lockdown and slowly opened, with lessoning of COVID measures and programs to welcome back the community.

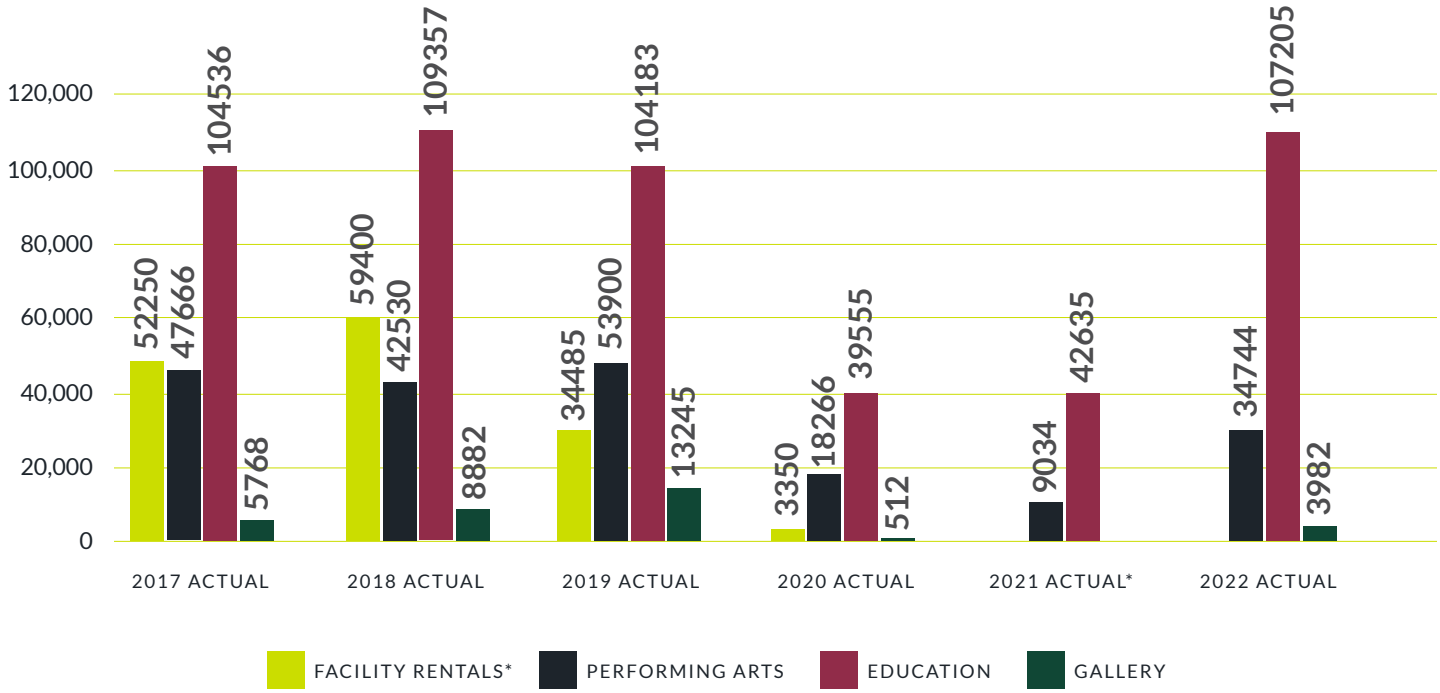


2022	Gallery*	Performing Arts	Education	Total
In person engagements	83,482	2,475	7,607	**93,564**
Virtual engagements**	15,688	306	132	**16,126**
Total	**99,170**	**2,781**	**7,739**	**109,690**

*Gallery in person engagements include 83,100 of recorded viewings of a unique temporary public art exhibit #ofhopeandhealingcanada installed at the Aurora Family Leisure Complex.

Organizational Key Performance Indicators

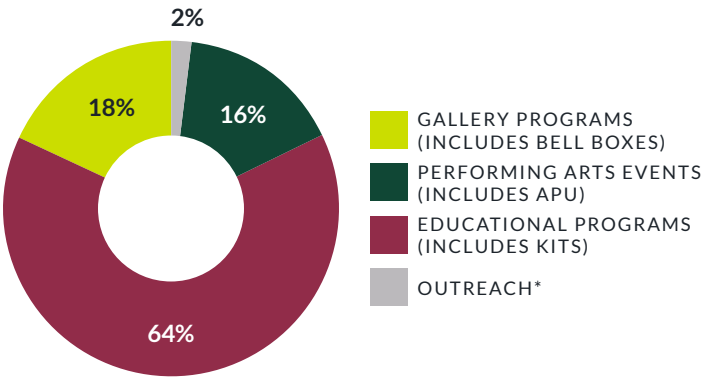
Program Revenue



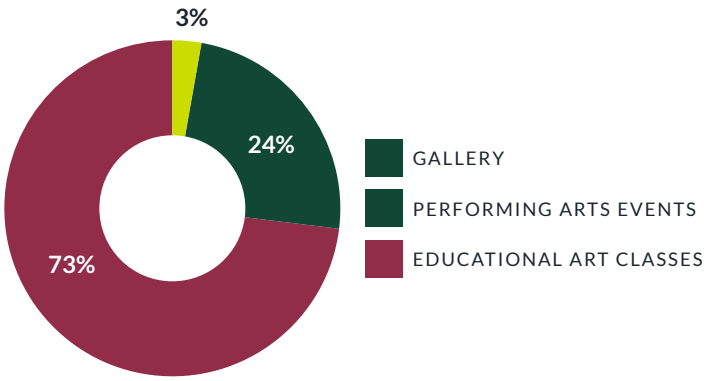
*Facility rental program ended March 2020

2022 Program Statistics

Types of Activation



Direct Revenue



Board Finance & Audit Committee Report and Treasurer Report

Finance & Audit Committee Report

The Finance & Audit Committee meets monthly to review the operations and the financial position of the Aurora Cultural Centre. At the start of the year, we were working on collaborating with the Town related to Town Square project costing of labour and the organizational structure. We were also asked to prepare a 4-year budget this year, which we began working on in the Spring of 2022. This 4-year budget was consistently updated throughout the year with new information from the Town, for which the final version was presented in January of 2023. From a policy standpoint, we created a new Procurement Policy which will help to guide this process moving forward. We welcomed back the KITS program into schools in the Fall of 2022 which was very exciting! This allowed us to begin utilizing some of the deferred grant revenue and donations that had previously come in specifically for this project. In October, 2022, we welcomed a new member to the Finance Committee, Michelle Lockie, who comes to us with some great experience in the public sector. Although we remained offsite for the entire 2022 year, we still had a fulsome year of programming where a number of new grants were procured to support our operations with no significant issues managing our budget.

Finance and Audit Committee in 2022: Eric Acker (Ex-offico), Damien Chan, Heidi Franken, Laura Hostick (Chair), Mandana Gholami Mobarakabadi, Michelle Lockie
Staff Supporting Committee in 2022: Suzanne Haines

Treasurer's Report

Each year, the Aurora Cultural Centre has an external audit. The 2022 audit is now complete and there were no significant misstatements or difficulties encountered. There were also no significant findings to report in the Management Letter. The Board of Directors approved one reserve fund transfer to the Classical Music Fund reserve as The Great Artist Music Series reported a surplus. This is in accordance with our policy on this reserve fund and program in particular.

Laura Hostick, CPA, CA

2022 Operating Budget

Revenue	2022 Budget (approved Oct 2021)		2022 Year End Audited	
Town of Aurora Operating Grant	523,100	42%	523,100	39%
Town of Aurora KITS grant	50,000	4%	50,000	4%
Town of Aurora Town Square impact	118,500	9%	139,889	10%
Fundraising: Grants, Donations and Sponsorships	380,000	30%	477,805	35%
Programs	169,539	14%	157,091	12%
Total Income	**1,241,139**	**99%**	**1,347,885**	**100%**

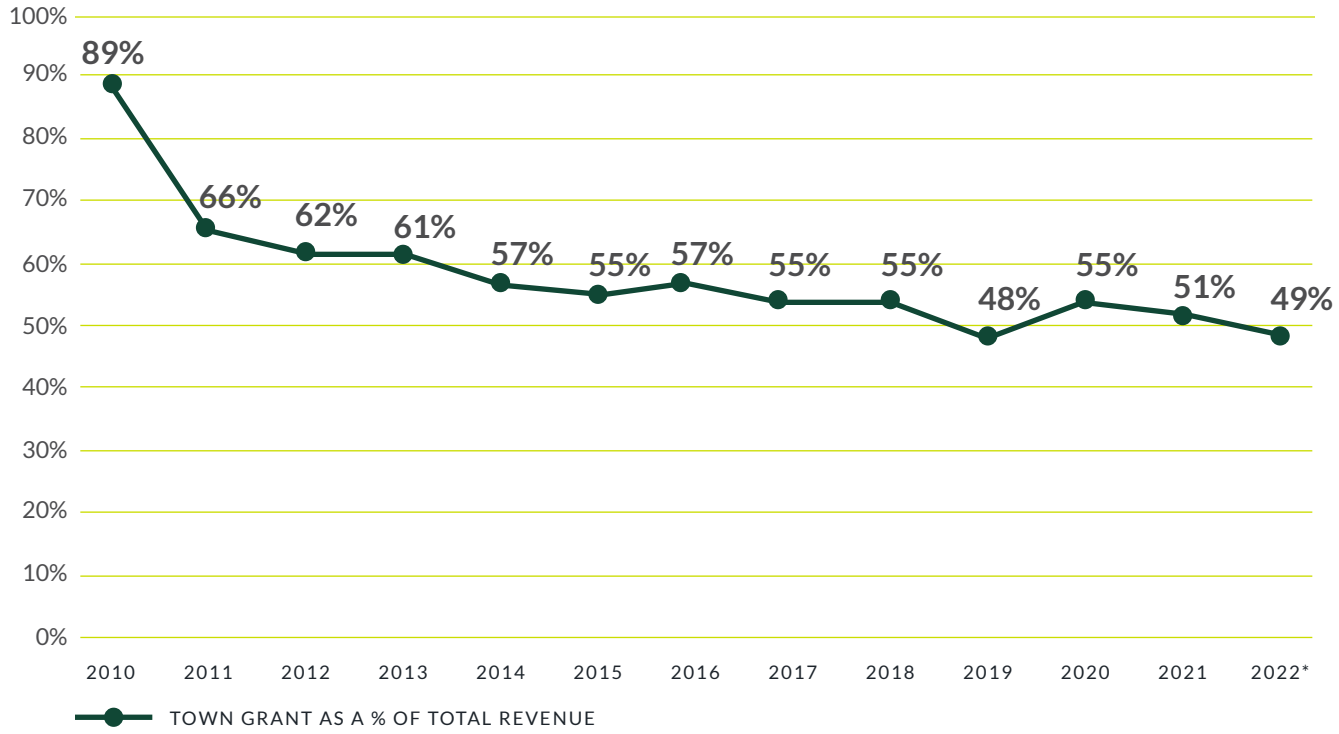
Expenses	2022 Budget		2022 Actual	
Administrative Salaries and benefits (includes CEWS)	100,874	8%	61,144	5%
Program Salaries and benefits (includes CEWS)	619,560	50%	725,059	54%
Programs	413,294	33%	410,744	30%
Professional fees	42,000	3%	75,536	6%
Fundraising	13,862	1%	14,442	1%
Other (Office, phone, equip lease, bank, insurance etc.)	58,381	5%	66,675	5%
Total Expense	**1,247,971**	**100%**	**1,353,600**	**100%**
Excess/-Deficiency of Revenues over Expenditures	(6,832)	1%	(5,715)	0%

2022 Reserves

Contingency Reserve Funds	182,274
Classical Music Reserve Funds	76,740
Special Project Reserve Fund	70,000

Metrics

Town Grant Dependency

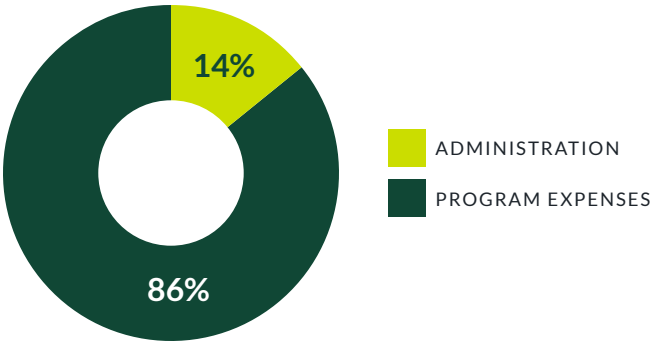


*2022 includes contribution to offsite costs due to Aurora Town Square project

Aurora Cultural Centre Earned Revenue as a percentage of Town Grant

	2010 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual*	2021 Actual*	2022 Actual
Town of Aurora Base Operating Grant	340,000	405,600	415,700	415,700	482,700	501,680	523,100
Total Revenue	382,496	741,175	755,445	870,392	707,764	816,949	1,379,082
Other Earned Revenue	38,698	335,575	339,745	454,692	225,064	315,269	855,982
Earned Revenue as a % of Town Grant	**11%**	**83%**	**82%**	**109%**	**47%**	**63%**	**164%**

Program and Administrative Expenses
2022 Expense Breakdown



Audience participation with DuffleBag Theatre's Robin Hood

Outreach Committee Report

The Outreach Committee supports marketing and patron – facing staff in the promotion and outreach relating to all programs at the Centre. Each month the committee reviews any programming activities that have taken place or are upcoming or in the planning stages.

Members of the outreach committee collaborated with the Board as a whole, to revisit and revise the Aurora Cultural Centre's strategic plan in light of revised completion dates for Aurora Town Square and the return to in person programming. In ongoing support of the Board's strategic plan, the committee ensured that all projects throughout the year focused not only on bringing back former patrons but finding new audiences as we emerge from the pandemic. It was important to increase the brand awareness of the Aurora Cultural Centre and participation in programming after pandemic restrictions. Programs were still presented in various venues around aurora, due to the ongoing construction at Aurora Town Square. However, we were able to offer a wide range of programs, education programs, gallery exhibits and performing arts, meeting the needs and interests of children, youth and adults in the community.

Through the summer of 2022 the Outreach Committee members attended and supported the Aurora Pop Up Shows. These featured many professional artists performing at local outdoor venues around Aurora. This provided the opportunity for local resident to attend a free professional performance. The very popular KITS program to support performing arts in schools was offered again in May 2022 and the Fall of 2022 to an increased number of schools. In order to support the growing popularity of the program a fundraising campaign was launched in cooperation with local businesses in Aurora. Outreach Committee members reached out to local businesses in September through October, to support and monitor businesses in providing the advertising for program awareness and donor contributions.

To prepare for the Board's next strategic plan, the committee started planning for a community-wide arts survey to be launched in 2023.

Outreach Committee members in 2022: Anita Townsend (Chair), Eric Acker (Board President), Sharon Kelly, Rachel Gilliland, Madelene Lauris, Angela Fang

Staff: Jane Taylor, Lisa MacDonald, Suzanne Haines

Anita Townsend

Development Committee Report

The Aurora Cultural Centre is committed to engaging, enriching, and inspiring our community through year-round arts and cultural heritage programming/activities. One important way the Centre achieves this is through the work of the Development Committee, whose mandate it is to build relationships, make connections and stimulate investment in the Aurora Cultural Centre. The Committee works in partnership with the staff who are responsible for grant and foundation applications to ensure that all fundraising activities and practices are done in a professional and ethical manner.

In 2022, the Board recognized the need for additional support in our fundraising efforts. Current staff and committee members supporting campaigns with volunteer efforts continue to meet smaller growth objectives, however, to achieve larger contributions and develop proper stewardship, additional investment is required. Through Board conversations and recognition of the organization's rebuilding and growth of KITS emerging from COVID, the Board determined that the organization is now poised to commit an investment in professional fundraising staff.

As part of the ongoing commitment to good governance, the committee reviewed its Terms of Reference during the year. A policy change resulted to strategically align the committee with needed overall development work, identifying a role for developing relationships to meet strategic objectives, not just focusing on fundraising efforts. It is felt this new wording will help the committee choose activities and oversight that helps to support current and new fundraising campaigns and staff.

Thank you to our incredible committee members for your time and efforts to support the Aurora Cultural Centre's needs. A very special thank you to our donors, sponsors, and grant funding partners who helped us to emerge from the pandemic with resilience. A large thank you to the community members and corporations who continue to believe in the need for artistic expression, opportunity, and growth to build a creative community.

Fund Development Committee members in 2022: Eric Acker (Ex-offico), Damien Chan, John De Faveri, Sandra Iacobelli, Mandana Gholami Mobarakabadi (Chair), Siobhan Moran, Janet Riches, and Sydney Walter

Staff Supporting Committee in 2022:Suzanne Haines, Jennifer Marrocco, Lisa MacDonald

Mandana Gholami Mobarakabadi

Individual Donors

- Eric Acker
- Anonymous
- Anonymous
- Anonymous
- Marlene Ash
- Nitin Bagga
- Anonymous
- Anonymous
- Anonymous
- Anonymous
- Anonymous
- Damien Chan
- Anonymous
- Anonymous
- Anonymous
- Anonymous
- John De Faveri
- Anonymous
- Anonymous
- Anonymous
- Glenn & Reaghan Fortin
- Barbara Francey
- Heidi Franken
- Mandana Gholami Mobarakabadi
- Anonymous
- Anonymous
- Anonymous
- Lorraine Hill
- Laura Hostick
- Sandra & Sebastian
- Anonymous
- Anonymous
- Anonymous
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- Anonymous
- Anonymous
- Mary Lou Kumagawa
- Anonymous
- Anonymous
- Anonymous
- Anonymous
- Sue Miller
- Melinda Moore
- Siobhan Moran
- Anonymous
- Anonymous
- Mary Jeanne Oliver
- Anonymous
- Anonymous
- Anonymous
- RAYMOND POTTS
- Anonymous
- Anonymous
- Jo Anne Richardson
- Anonymous
- Anonymous
- Anne & David Rosevear
- Parisa Sabet
- Anonymous
- Anonymous
- Sarah Shana
- Iryna Shevchenko
- Anonymous
- Anonymous
- Anonymous
- Newmarket Juried Art Show
- Anonymous
- Anonymous
- Anonymous
- Anonymous
- Anita Townsend
- Anonymous
- Anonymous
- Chiara Ubertino
- Kayla van Zon
- Anonymous
- Peter & Louise Walter
- Anonymous
- Anonymous
- Sharon & Don Wilston
- Hassan Yamini
- Anonymous
- Douglas Zack & Linda Zack

Corporate Donors

- CIBC
- RBC Emerging Artist Program

AuroraCulturalCentre.ca 29

Corporate Sponsors & Funders

Sustaining Partner

Naming Partners

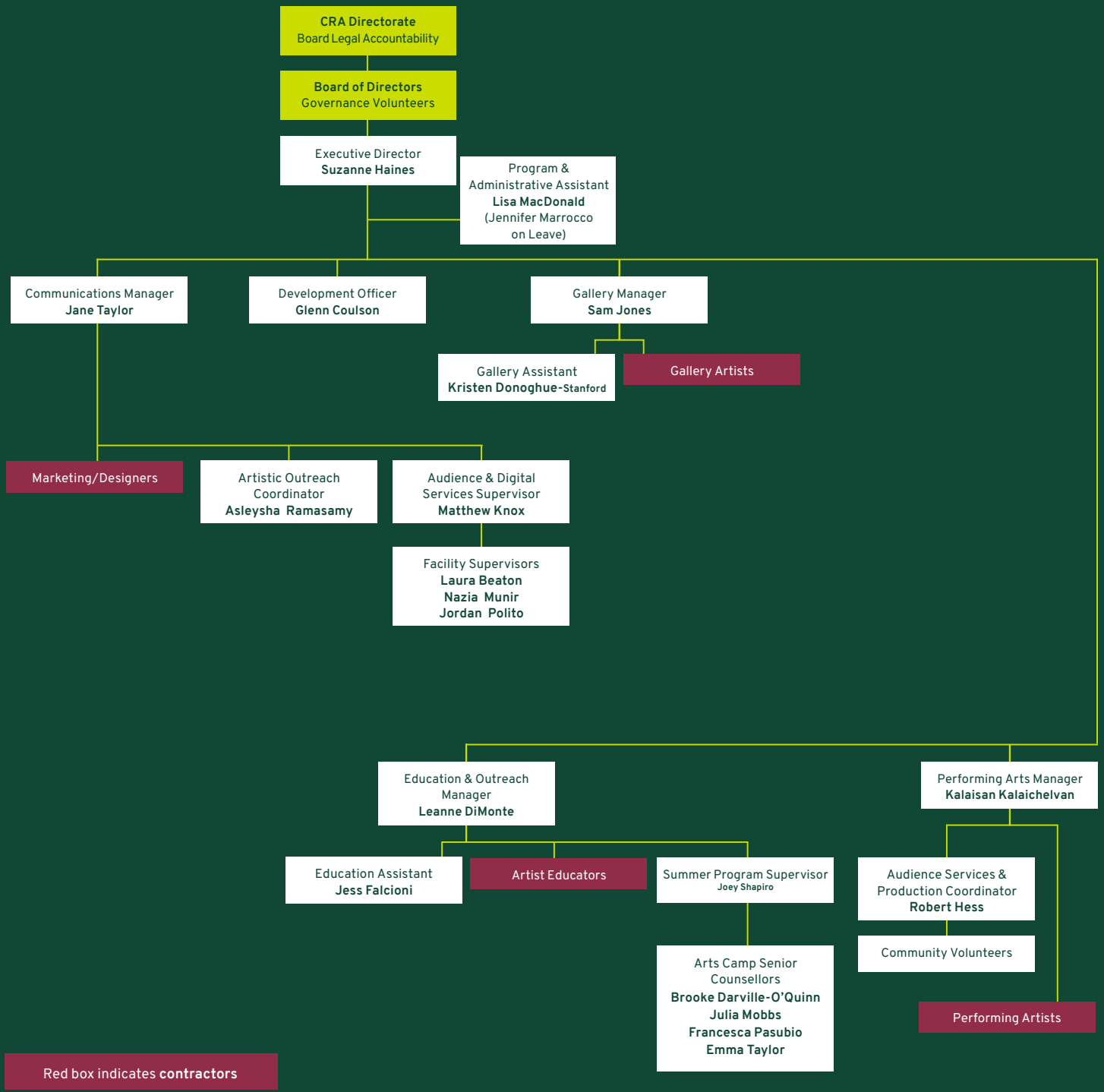
Naming Partners

Hospitality Partners

Venue Partners

Funders

Organizational Leadership



Board of Directors

Executive:

President • Eric Acker

His professional career began in the early 1970s in the political milieu of Ottawa. He then spent sixteen years in the aerospace industry followed by fourteen years in the health sector. Eric retired after serving as President of one of Canada's largest behavioural health companies where his focus was on operations including human resources, information technology, finance, customer relations, and service delivery. Born and educated in Nova Scotia, Eric made Aurora his home in 1989.

Vice President (as of June 2021) • John De Faveri

John has been a member of the Aurora community for nearly forty years where he and his wife raised their four daughters. He began his career in education in 1979, holding a variety of leadership positions and eventually retiring in the capacity of Director of Education with the Thunder Bay Catholic District School Board. After a year, he decided to explore possibilities in the not-for-profit sector. He was the Executive Director at Georgina Trades Training Inc. in Sutton and then continued to serve on the Board, three years of which he was the Chair. John intends to use all of his experiences to further the mission of the Aurora Cultural Centre.

Treasurer • Laura Hostick

Laura Hostick is a CPA, CA and was in the public accounting business from 2007 to 2020, most recently coming from her own small accounting firm which was sold in 2020. Laura has always worked with small to medium sized businesses and enjoys teaching business owners and individuals about accounting, taxes and general financial literacy. You can always strike up a conversation with Laura about running, wellness and her two daughters, Isla and Maren.

Secretary (as of June 2021) • Andrea Chan

Andrea Chan is a well established HR Professional and owns the Canadian rights to an international arts and craft textile hardener company. In addition, she is licensed with Health Canada and has partnership to import and distribute PPE in Canada. Having worked in progressive HR leadership positions with large blue chip global organizations and Canadian industry leaders in Insurance, IT and Consumer Packaged Goods, Andrea has been independently providing HR Management Consulting and Executive Leadership Coaching services to privately held organizations and senior managers over the last few years. She has also previously served as a national Board of Director and Chair of an Advisory Committee for the printing industry in partnership with the federal government. Andrea has a CHRL designation from HRPA, an ACC from the ICF, and also holds a B.A. (Economics) and an M.A. (Ed) in Adult Teaching and Learning.

Directors:

Director • Sharon Kelly

Educator with 45 years of experience with the Toronto Catholic District School Board. Served in a variety of roles: elementary and secondary teacher, department head, consultant, program designer and administrator. Spent 10 years at Covenant House developing in-house school, Chair of Project Work and a variety of board committees with the focus of integration for students with developmental and/or physical disabilities. Member of community colleges' advisory committees.

Director (until June 2021) • Nitin Bagga

Nitin has 15+ years of experience in marketing, advertising and strategy. As the Chief Operating Officer and Head of Strategy at Barrett and Welsh, he leads brand strategy and analysis, development

of brand strategy and strategic direction, market & competitive analysis and project management. He earned his degree in engineering from the Milwaukee School of Engineering and an MBA at the Rotman School of Management, University of Toronto. He is an award-winning planner with multiple wins for Marketing Awards, Summit Marketing Effectiveness Awards, and a Midas Award for Financial Advertising. He has been ranked as a top 200 planner in Canada by Strategy Magazine. Jury Member for the 2020 Marketing Awards and 2021 Canadian Marketing League. Guest lecturer at University of Toronto and St. Lawrence College. 2021 Volunteer for POCAM (People Of Colour in Advertising And Marketing).

Director • **Damien Chan**

VP Personal and Small Business Technology at CIBC with responsibility to transform the client experience in the Banking Centres. Prior to this, Damien was a Client Director at HP Enterprises and IBM Canada. Damien is also a mentor at Futurpreneur Canada for young entrepreneurs.

Director (as ofJune 2021) • **Mandana Gholami Mobarakabadi**

Mandana Gholami M. has been painting in oil on canvas for more than 20 years and had a group exhibition in her home in Iran. Recently graduated from the BBA program at Yorkville University, she is currently studying online for an MBA at the University of Fredericton while also working at Amazon. She is passionate about art in general, enjoys writing and reading, and just a few months ago submitted a short story for Writer's Digest. Also, back home in Iran she had a Bachelor of Nursing and worked for over 10 years as a Registered Nurse.

Director (as of June 21) • **Edlene Antonio**

Edlene Antonio has been a resident of Aurora since 2018. She has volunteered for Aurora One Sport Day and she was a member of the Town's Anti-Black Racism and Anti-Racism Task Force. She has over 10 years' experience in administrative support within both private and not-for-profit sectors. Currently, she is a Program Coordinator for Adopt4Life, a not-for-profit organization that offers support and advocacy for the adoption, kinship and customary care communities.

Director (until June 2021) • **Christina Kerr**

Currently Manager, Program Development Creative Learning at the McMichael Canadian Art Collection. She has over ten years of experience working in arts education in teaching, developing and managing various types of programs for learners of all ages, and abilities. She holds a B.F.A in studio arts from SUNY Plattsburgh and an Indigenous Knowledge Certificate from Humber College. Christina is an active volunteer and coach with the Central Girls Hockey Association and a studio member with the Pine Tree Potters' Guild.

Director • **Parisa Sabat**

Imagination, innovation, and storytelling are at the center of Dr. Sabet's creative practice. A musical language that is equally modern and accessible, inspired by her Iranian roots, Western education, and passion for socially engaged arts, she aims to engage in cultural dialogue with diverse communities. Her sonic landscapes evoke emotions, conjure images, and tell stories, often about pressing social issues. Dr. Sabet is a composer of electroacoustic, acoustic, and film music. Her most recent interdisciplinary work, Silent, was inspired by the Black Lives Matter movement in Toronto. Commissioned by the Charsu Quartet, and supported by the Canada Council for the Arts, she collaborated as both a composer and sound artist to create a media-music-performance work inspired by Wind-Up Doll, a poem by controversial modernist and iconoclast Iranian poet, Forugh Farrokhzad (1934 – 1967). Blue Girl is another of her recent works: a three-channel project created in collaboration with visual artist

Raheleh Saneie, Blue Girl honors the stories of women who self-immolate as a form of protest against domestic violence and forced marriage. Presented at the 2020 virtual Nuit Blanche Festival, it was recognized by Now Toronto magazine as a "Stellar Highlight" of that year's arts scene. Blue Girl was subsequently presented as part of the 2022 iteration of Toronto's Nuit Blanche festival, in Mel Lastman Square. Her debut album, A Cup of Sins, was released on August 26, 2022. With funding from the Ontario Arts Council and the Canada Council for the Arts, the recording includes a variety of her acoustic and electroacoustic works, all of which address issues of human rights, persecution, oppression, violence against women, and freedom of speech. Dr. Sabet earned a Doctor of Musical Arts, a Master of Music in composition, and a Master of Music Technology and Digital Media from the University of Toronto, with distinctions including the Mirkopoulos and Miller/Khoshkish fellowships, and the Tecumesh Sherman Rogers Graduating Award given to a musician on the cusp of making important contributions to the field. Among her teachers are Christos Hatzis, Keith Tedman, Kyong Mee Choi, Ka Nin Chan, and Stacy Garrop Learn more about Parisa Sabet and listen to her music at her website: ParisaSabet.com

Director (as of June 2021) • **Anita Townsend**

Anita has worked in a variety of positions in the education sector both in Canada and internationally for 40 years. Before starting her own educational consulting company, she worked in three large Ontario School Boards in a variety of teaching and administrative positions, designing and coordinating Program and Leadership development. Through her consulting company, Anita has worked with several for profit and not for profit companies and organizations that support individual schools, boards of education and Ministries of Education across Canada. Anita has also been involved at the post - secondary level teaching additional qualification courses for teachers and leadership training for school administrators. For many years she has partnered with international educational consultant groups to organize international professional development programs for both teachers and students. She is committed to the belief that as educators we should look beyond the school walls and has maintained a focus on social justice projects where she has established many international partnerships for students and educators. As a school principal she was designated as one of Canada's Outstanding Principal's by the Learning Partnership together with the Canadian Association of Principals.

Ex Officio Director • **Councillor Wendy Gaertner**

Wendy Gaertner has been a resident of Aurora since 1987. She has served on Aurora Council since 2003. Councillor Gaertner sat on the Cultural Centre Board last Term. She is currently one of the two Councillor Representatives on the Centre's Board. Wendy has been a strong supporter of the Church Street School since its inception. She was also Chair of the Culture Committee which provided Recommendations to Council on the formation of the Centre.

Wendy Gaertner has a history of service to the Community including providing a drop-in for Youth, HOT SPOT, for 18 years.

Ex Officio Director • **Councillor Rachel Gilliland**

Rachel Gilliland has been a resident of Aurora since 1997. She has served on Aurora Council since 2018. Councillor Gilliland has been very supportive of the arts & culture sector in Aurora, including the formation of the Arts & Culture Round Table in response to the pandemic, participates in outreach, and continues to engage with the development of the arts community. Rachel has also served or is currently serving on the Joint Council (CYFS), Environmental, Accessibility, and Community Advisory Committees and is a sitting member of the FCM Climate Caucus and Ontario Climate Caucus. Rachel majored in Landscape Architecture and Design, which led to a 20-year award winning business. Her career experience also includes publishing and finance.

2022 ANNUAL REPORT

John Sheard Presents a Tribute to Simon & Garfunkel

2022 **ANNUAL REPORT**

Dene performing artist Leela Gilday

Aurora Cultural Centre

2022
Annual Report

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CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE

FINANCIAL STATEMENTS
DECEMBER 31, 2022

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FOSTER ▪ THIBEAULT ▪ YOUELL ▪ RADLEY
Professional Corporation
Chartered Professional Accountants

INDEPENDENT AUDITOR'S REPORT

To the Directors of Church Street School Cultural Centre o/a Aurora Cultural Centre

Report on the Audit of the Financial Statements

Opinion:

We have audited the accompanying financial statements of Church Street School Cultural Centre, o/a Aurora Cultural Centre, which comprises the statement of financial position as at December 31, 2022 and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-For-Profit organizations.

Basis for Opinion:

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged With Governance for the Financial Statements:

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-For-Profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going-concern basis of accounting unless management either intends to liquidate the Organization or to cease operations (or has no realistic alternative but to do so).

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

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INDEPENDENT AUDITOR'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement (whether due to fraud or error) and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements (whether due to fraud or error), design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going-concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements (including the disclosures), and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Foster Thibeault Yorell Radley

CHARTERED PROFESSIONAL ACCOUNTANTS
AUTHORIZED TO PRACTISE PUBLIC ACCOUNTING BY THE
CHARTERED PROFESSIONAL ACCOUNTANTS OF ONTARIO

Aurora, Ontario
May 17, 2023

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CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
DECEMBER 31, 2022

	Note Reference	2022	2021
		$	$
REVENUES			
Grant - Town of Aurora operating		**523,100**	501,680
Grant - Town of Aurora special funding		**189,889**	13,048
Grants - Provincial		**174,700**	47,408
Grants - Federal		**218,467**	125,179
Programs		**157,091**	56,289
Fundraising, donations and sponsorships		**84,638**	73,345
		1,347,885	816,949
EXPENDITURES			
Administrative salaries and benefits	11	**61,144**	63,910
Programs		**410,744**	209,284
Programming salaries and wages	11	**725,059**	433,143
Office expenses		**46,415**	36,993
Professional fees		**75,536**	40,191
Fundraising		**14,442**	17,058
Insurance		**10,815**	10,159
Amortization		**9,445**	6,211
		1,353,600	816,949
DEFICIENCY OF REVENUES OVER EXPENDITURES		**(5,715)**	-
NET ASSETS - Beginning of year		**380,203**	380,203
NET ASSETS - End of year		**374,488**	380,203

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CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2022

	Note Reference	2022	2021
		$	$
ASSETS			
CURRENT ASSETS			
Cash		**254,834**	291,812
Restricted cash	**3**	**360,599**	355,298
Amounts receivable		**175,713**	36,908
Prepaid expenses		**12,650**	15,793
		803,796	699,811
Capital assets	**4**	**35,143**	3,787
		838,939	703,598
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Accounts payable and accruals		**49,886**	56,452
Revenues received in advance		**80,038**	43,876
Deferred grants	**5**	**211,919**	132,380
Deferred contributions	**6**	**28,607**	28,607
		370,450	261,315
Deferred contributions	**6**	**34,001**	2,080
Loan payable	**7**	**60,000**	60,000
		464,451	323,395
NET ASSETS			
Unrestricted		**12,747**	23,198
Internally restricted	**8**	**329,014**	326,298
Externally restricted	**9**	**31,585**	29,000
Invested in capital assets		**1,142**	1,707
		374,488	380,203
		838,939	703,598

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board:

DocuSigned by: Laura Hostick 40AB9F092D374AB... Director

DocuSigned by: Eric Acker B1A2C88B167749F... Director

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CHURCH STREET SCHOOL CULTURAL CENTRE
O/A AURORA CULTURAL CENTRE
STATEMENT OF CASH FLOWS
DECEMBER 31, 2022

	2022	2021
	$	$
OPERATING ACTIVITIES		
Deficiency of revenues over expenditures	**(5,715)**	-
Expenditures/revenues not requiring/(providing) cash:		
Amortization	**9,445**	6,211
Amortization of deferred contributions	**(8,880)**	(5,645)
Deferred grants recognized as revenue	**(254,900)**	(25,500)
	(260,050)	(24,934)
Non-cash working capital items:		
Amounts receivable	**(138,805)**	1,121
Prepaid expenses	**3,143**	(12,807)
Accounts payable and accruals	**(6,566)**	18,026
Revenues received in advance	**36,162**	10,059
Grants received	**334,439**	104,400
	(31,677)	95,865
FINANCING ACTIVITIES		
Restricted cash	**(5,301)**	(6,557)
Deferred contributions	**40,801**	-
Loan payable	**-**	20,000
	35,500	13,443
INVESTING ACTIVITIES		
Acquisition of capital assets	**(40,801)**	-
INCREASE/(DECREASE) IN CASH	**(36,978)**	109,308
CASH - Beginning of year	**291,812**	182,504
CASH - End of year	**254,834**	291,812

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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

a) Basis of presentation:

These financial statements have been prepared using Canadian Accounting Standards for Not-for-Profit Organizations.

b) 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.

c) 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.

d) Allocation of program expenditures:

The Organization classifies expenses on the Statement of Operations and Changes in Net Assets by function. Administration salaried and benefits are allocated to programs based on estimated time spent on the programs.

e) Cash:

Cash is defined as cash on hand and cash on deposit, net of cheques issued and outstanding at the reporting date.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

f) Amortization:

Capital assets are recorded at cost and are being amortized on the straight-line basis as follows:

Computers and equipment	3 years
Music instruments	10 years
Special project equipment	3 years

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

g) Management's estimates:

The preparation of 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. Significant items subject to such estimates and assumptions include the estimated useful life of capital assets, accounts payable and accrued liabilities, revenue received in advance, deferred grants and contributions, and the time allocation of administrative salaries and benefits related to program activities. Actual results could differ from those estimates.

h) Financial instruments:

The fair values of cash, restricted cash, amounts receivable, accounts payable and accruals, revenues received in advance, deferred grants, deferred contributions, and loan payable 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.

3. RESTRICTED CASH

Restricted cash consists of the following:

	2022	2021
	$	$
Internally restricted:		
Classical Music Series Fund	**76,740**	74,024
Contingency Fund	**182,274**	182,274
Special Project Fund	**70,000**	70,000
	329,014	326,298
Externally restricted:		
Private donations - Kaleidoscope in the Schools	**31,585**	29,000
	360,599	355,298

See Notes 8 and 9 for descriptions of the internally and externally restricted funds.

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4. CAPITAL ASSETS

	2022		2021	
	Original Cost	Accumulated Amortization	Original Cost	Accumulated Amortization
	$	$	$	$
Computers and equipment	**42,127**	**7,904**	1,326	662
Music instruments	**1,227**	**307**	1,227	184
Special project equipment	**21,393**	**21,393**	21,393	19,313
	64,747	**29,604**	23,946	20,159
Net Book Value		**35,143**		**3,787**

5. DEFERRED GRANTS

Deferred grants consists of the following:

	2022			
	Opening	Received /(Repaid)	Recognized	Closing
	$	$	$	$
Ontario Trillium Foundation - Community Building	50,000	50,000	(100,000)	**-**
Ontario Trillium Foundation - Resilient Communities	-	57,900	(45,801)	**12,099**
Ontario Trillium Foundation - Grow Grant	56,800	66,800	(32,900)	**90,700**
Canadian Heritage - Arts Presentation Fund	6,000	11,000	(11,000)	**6,000**
Canadian Heritage - Reopening Fund Component	-	87,685	(25,099)	**62,586**
Canadian Heritage - Re-engaging Audiences	-	55,000	(14,466)	**40,534**
New Horizons for Seniors	9,580	(3,946)	(5,634)	**-**
Ontario Arts Council - Arts Response Initiative	10,000	10,000	(20,000)	**-**
	132,380	**334,439**	**(254,900)**	**211,919**

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5. DEFERRED GRANTS (continued)

	2021			
	Opening	Received	Recognized	Closing
	$	$	$	$
Ontario Trillium Foundation - Community Building	-	50,000	-	**50,000**
Ontario Trillium Foundation - Grow Grant	33,400	33,400	(10,000)	**56,800**
Canadian Heritage Grant	5,500	11,000	(10,500)	**6,000**
New Horizons for Seniors	9,580	-	-	**9,580**
COVID Emergency Support	5,000	-	(5,000)	**-**
Ontario Arts Council - Arts Response Initiative	-	10,000	-	**10,000**
	53,480	**104,400**	**(25,500)**	**132,380**

Grants received as outlined above are restricted in that the expenditures incurred must be used to meet certain expected results and performance indicators as outlined by the various agreements. The revenues are recognized when the related expenditures are incurred.

The Ontario Trillium Foundation Community Building Fund awarded a grant of $100,000 to be used over 12 months commencing in September 2021 to support staff salaries during reopening. Of this, $50,000 was received in 2021 and $50,000 received in 2022. The full amount of $100,000 was recognized as revenue in 2022.

The Ontario Trillium Foundation Resilient Communities Fund awarded a grant of $64,300 to be used over 9 months commencing in August 2022 to support programming and strategic direction, updating health and safety policies, purchasing cleaning supplies and equipment to allow live streaming. Of this, $57,900 was received in 2022 and $45,801 was recognized as revenue including $40,801 used for IT equipment purchases. This equipment is included in deferred contributions in note 6. The remaining $6,400 balance of the grant is to be received in 2023.

The Ontario Trillium Foundation Grow Grant is the $200,000 grant to expand the Kaleidoscope in the Schools program with a term of 36 months beginning August 2020. $133,600 has been received to date of which $42,900 has been recognized. The parties agreed to postpone receipt of the final payment in the amount of $66,400 until 2023.

The Canada Heritage Arts Presentation Fund Program has a funding period of April 1, 2022 to March 31, 2023, with 50% of the revenue being recognized in 2022 and the remaining 50% to be recognized in 2023. An additional $1,000 was received as a top-up to be recognized in 2023.

The Canada Heritage Presentation Fund Program awarded an additional $87,685 under the Celebration and Commemoration Program, Reopening Fund Component. This grant is to be used over 12 months commencing in August 2022 to support reopening events and related programming salaries. The full amount was received in 2022 of which $25,099 has been recognized as revenue.

The Canada Heritage Arts Presentation Fund Program awarded an additional $55,000 under the Re-engaging Audiences Fund. This grant is to be used over 12 months commencing in August 2022 to support promotional expenses. The full amount was received in 2022 of which $14,466 has been recognized as revenue.

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5. DEFERRED GRANTS (continued)

Employment and Social Development Canada awarded a grant of $12,829 under the New Horizons for Seniors Program in March of 2020. This grant was to be used over 24 months commencing in March 2020 to support marketing expenses and volunteer recruitment. The project concluded in 2022 and unused funds of $3,946 were repaid by the Organization.

6. DEFERRED CONTRIBUTIONS

The Organization's deferred contributions consists of the following:

	2022	2021
	$	$
Balance - beginning of year	**30,687**	36,332
Funds received - Ontario Trillium Foundation Resilient Communities Fund	**40,801**	-
Amortization of deferred contributions	**(8,880)**	(5,645)
	62,608	30,687
Less: current portion	**28,607**	28,607
	34,001	2,080

The deferred contributions consist of restricted donations relating to the purchase of certain capital assets and future program expenditures. The donations relating to the purchase of capital assets are recognized as revenue at the rate of amortization of the capital assets acquired and the program expenditures donation is recognized as revenue in the designated operating period.

7. LOAN PAYABLE

As part of the government initiative to assist small business during COVID, the Organization applied for and received the additional $20,000 advance of the Canada Emergency Business Account (CEBA Loan). The terms of the loan changed in 2021 due to the extended impact of COVID and the loan is now interest free with no principal repayments due until December 31, 2023. If, on or before December 31, 2023, the Organization repays at least $40,000 of the CEBA loan amount, the remaining $20,000 of the loan will be forgiven. If less than $40,000 of the loan is repaid on or before December 31, 2023 the loan will automatically extend starting on January 1, 2024 for an additional term, maturing on December 31, 2025 with an interest rate of 5% per annum and interest payable monthly. Prior to December 31, 2025 there is no requirement to repay any principal amounts provided the loan is not in default.

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8. INTERNALLY RESTRICTED

The Organization's internally restricted net assets consists of the following:

	2022	2021
	$	$
Classical Music Series Fund	**76,740**	74,024
Contingency Fund	**182,274**	182,274
Special Project Fund	**70,000**	70,000
	329,014	326,298

The Board of Directors approved to internally restrict $nil (2021 - $nil) and $nil (2021 - $nil) from the unrestricted net assets to the Contingency Fund and Special Project Reserve Fund respectively. In addition, the Board of Directors approved a transfer of $2,716 (2021 - $4,557) to the Classical Music Series Fund from the unrestricted fund.

The purpose of the Classical Music Series Fund is to support future classical music programming as specified by the donor, unless otherwise approved by the Board of Directors.

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 could not continue with its day to day operations. Disbursements made out of this fund must be approved in advance by the Board of Directors.

The purpose of the Special Project Reserve Fund is to provide the Organization with sufficient funds for various projects as determined from time to time by the Board of Directors. The current year allocation has been designated to fund diversity and inclusion strategic initiatives.

9. EXTERNALLY RESTRICTED

The Organization's externally restricted assets consists of the following:

	2022	2021
	$	$
Balance - beginning of year	**29,000**	27,000
Donations received	**8,650**	2,000
Expenditures in the year	**(6,065)**	-
	31,585	29,000

The Kaleidoscope in Schools program was initiated in 2019 and a number of private donations have been received since that time. These donations were restricted for the exclusive purpose of the program. Due to COVID related school closures, the program was suspended. With the planned expansion of the program in fiscal 2023, the Organization will continue to conduct various fundraising activities to supplement any donations or funding provided by external parties. This will facilitate the budgeting and planning process with the applicable school boards in advance of the fall school session.

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10. CREDIT FACILITY

The Organization has a credit card that bears interest at 19.50% per annum. The authorized limit is $20,000. As at December 31, 2022, $11,264 owing on the credit card is included in accounts payable and accruals (2021 - $7,095).

11. PROGRAM EXPENDITURES

The Organization's Provision of Cultural Service Agreement ("the Agreement") with the Town of Aurora (see Note 13) contains certain clauses regarding Key Performance Indicators ("KPI"). In order to provide information in respect of the core program activities provided by the Organization, management has identified all expenditures related to programming which amount to $1,145,248 (2021 - $648,638). Included in this amount are administrative salaries and benefits of $138,384 (2021 - $143,400) which have been allocated to program expenditures based on the estimated amount of time spent as determined by management. The salaries and benefits reflected in the financial statements are net of the Canadian Emergency Wage Subsidy (CEWS) amounts received. The amount received related to administrative and programming salaries was $5,081 (2021 - $25,575) and $33,189 (2021 - $172,351) respectively.

12. GRANT REVENUE

Included in total revenue are the following grants:

	2022	2021
	$	$
Municipal grants - Operating	**523,100**	501,680
Municipal grants - Special Funding Project	**50,000**	-
Municipal grants - Special Funding Aurora Town Square Offsite Costs	**139,889**	13,048
Federal grants	**218,467**	125,179
Provincial grants	**174,700**	47,408
	1,106,156	687,315

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13. ECONOMIC DEPENDENCE

The Organization's revenue, substantially derived from a grant of $523,100 (2021 - $501,680), is received from the Town of Aurora. A Provision of Cultural Services Agreement with the Town of Aurora dated 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 effective 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 of Aurora 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.

14. FINANCIAL RISKS AND CONCENTRATION OF RISK

The financial risks and concentration of risks are as follows. There has been no change to the nature of any of the risk exposures from 2021.

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss.

The Organization maintains its cash and deposits with a single federally regulated Canadian financial institution.

15. COMPARATIVE FIGURES

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