

AGENDA
Board of Directors Meeting #1 2024
HYBRID (in person and virtual)
Tannery Room, Aurora Town Hall
Wednesday January 17, 2024 @ 7pm

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 223 950 659 626

Passcode: Yd3QVN

[Download Teams](#) | [Join on the web](#)

John De Faveri, Chair

1 (1 min)	Agenda MOTION to Approve the Agenda	John De Faveri
2 (2 min)	Previous Minutes MOTION to approve the minutes for the Board meeting on December 13, 2023 as presented	John De Faveri
3 (1 min)	Statements of Conflict of Interest	ALL
4 (30 min)	Presentation on Performing Arts Programming	Derek Andrews
5 (30 min)	2024-2025 Strategic Plan DRAFT	Morry Patoka
6 (30 min)	Executive Director Report - Monthly Report – reporting on December activity - Economic Impact Report presentation MOTION to Receive the Executive Director Report	Suzanne Haines
7 (10 min)	Finance & Audit Committee Report from the committee Interim Financial Statement to November 30, 2023 MOTION to Approve the Interim Financial Statements to November 30, 2023 MOTION to Accept the Finance & Audit Committee Report	Michelle Lockie
8 (10 min)	Development Committee Report from the Committee	Damien Chan

	• 2023 YTD report • 2024 Activity for Committee and Board MOTION to Accept the Development Committee Report	
9 (10 min)	Outreach Committee Report Report from the committee MOTION to Accept the Outreach Committee Report	Anita Townsend
10 (5 min)	Executive Committee Report from the Committee • ED Performance Review and 2024 Goals MOTION to Accept the Executive Committee Report	John De Faveri
11	New Business	ALL
12	Next Meeting • February 21, 2024 at 7pm	
13	MOTION to Adjourn Meeting	ALL

MINUTES
Board of Directors Minutes #1 2024
HYBRID (in person and virtual)
Tannery Room, Aurora Town Hall
Wednesday January 17, 2024 @ 7pm

John De Faveri, Chair

Attendance: John De Faveri (Chair), Edlene Antonio, Michelle Lockie, Anita Townsend, Morry Patoka,, Parisa Sabat, Mandana Gholami Mobarakabadi, Sharon Kelly, Alicia Lauzon

Regrets: Damien Chan, Cllr Michael Thompson, Cllr Harold Kim

Staff: Suzanne Haines (Executive Director)

1 (1 min)	Agenda MOTION to Approve the Agenda MOVED: Morry Patoka 2nd by: Anita Townsend CARRIED	John De Faveri
2 (2 min)	Previous Minutes MOTION to approve the minutes for the Board meeting on December 13, 2023 as presented MOVED: Alicia Lauzon 2nd by: Morry Patoka CARRIED	John De Faveri
3 (1 min)	Statements of Conflict of Interest	ALL
4 (45 min)	Presentation on Performing Arts Programming	Derek Andrews
5 (15 min)	2024-2025 Transitional Plan. Motion: to adopt the key tactics of the 2024-2025 transitional plan. MOVED: Anita Townsend 2nd by: Edlene Antonio CARRIED	Morry Patoka
6 (30 min)	Executive Director Report ● Monthly Report – reporting on December activity ● ● Economic Impact Report presentation	Suzanne Haines

	MOTION to Receive the Executive Director Report MOVED: Alicia Lauzon 2nd by: Anita Townsend CARRIED MOTION to receive the UCG Economic Impact Report prepared for the Aurora Cultural Centre Moved: Morry Patoka 2nd by: Anita Townsend CARRIED	
7 (10 min)	Finance & Audit Committee Report from the committee Interim Financial Statement to November 30, 2023 MOTION to Approve the Interim Financial Statements to November 30, 2023 MOVED: Morry Patoka 2nd by: Edlene Antonio CARRIED MOTION to Accept the Finance & Audit Committee Report MOVED: Anita Townsend 2nd by: Morry Patoka CARRIED	Michelle Lockie
8 (10 min)	Development Committee Report from the Committee 2023 YTD report 2024 Activity for Committee and Board MOTION to Accept the Development Committee Report MOVED: Morry Patoka 2nd by: Edlene Antonio CARRIED	Mandana Gholami Mobarakabadi
9 (10 min)	Outreach Committee Report Report from the committee MOTION to Accept the Outreach Committee Report MOVED: Morry Patoka 2nd by: Edlene Antonio CARRIED	Anita Townsend

10 (5 min)	Executive Committee Report from the Committee ED Performance Review and 2024 Goals MOTION to Accept the Executive Committee Report MOVED: Anita Townsend 2nd by: Morry Patoka CARRIED	John De Faveri
11	New Business	ALL
12	Next Meeting February 21, 2024 at 7pm	
13	MOTION to Adjourn Meeting MOVED: Morry Patoka 2nd by: Edlene Antonio CARRIED Meeting Adjourned at 8:55	ALL

Signed

Parisa Sabet
Secretary, Executive Committee

December 2023

Performing Arts Programs

Windborne supported by FreePlay Duo

December 2, 2023 at 7:30pm

NC Aurora Armoury

Attendance: 134 (175 capacity)

<https://auroraculturalcentre.ca/event/windborne-freeplay/>

"The most exciting vocal group in a generation," Windborne's captivating show draws on the singers' deep roots in traditions of vocal harmony, while the absolute uniqueness of their artistic approach brings old songs into the present. Known for the innovation of their arrangements, their harmonies are bold and anything but predictable. Boston based, Windborne are adherents to folk music's long-time alliance with social activism, labor and civil rights, and other movements that champion the oppressed, the poor, and the disenfranchised. Suba Sankaran and Dylan Bell's Freeplay will support with their vocalizing a cappella and enhanced harmonies.

The show was well received by the community, with several requests for a return engagement with these artists.

Ariko – Family Holiday Show

December 16, 2023 at 11am

NC Aurora Armoury

Attendance: 86 (175 Capacity)

<https://auroraculturalcentre.ca/event/ariko/>



Lafontaine family band that draws on Franco-Ontario folk tradition, three sisters join mom and dad Lefaive in a romp through fiddle frenzy and vocal harmonies. Discover (or re-discover!) classic and fresh tunes, and a variety of time-honoured French Christmas songs.

No need to speak French to enjoy this family-friendly show – it will fill you with joie de vivre!

The performance had families on their feet, dancing, clapping and enjoying the music and step dancing!

Upcoming Performing Arts Events

The Last Waltz

January 19, 2024 at 7:30pm

St. Andrew's College

<https://auroraculturalcentre.ca/event/the-last-waltz/>

Elizabeth Shepherd supported by Charlotte McAfee-Brunner

January 27, 2023 at 7:30pm

NC Aurora Armoury

<https://auroraculturalcentre.ca/event/elizabeth-shepherd-charlotte-mcafee-brunner/>

Gallery Programs

Perennial Darkness

Open Call Group Exhibition

Opening Reception: December 7, 2023 at 6:30pm

In person: December 2 – January 27, 2024

Online: December 2 – February 9, 2024

Temporary Gallery Location: Aurora Town Hall, Second Floor

<https://auroraculturalcentre.ca/event/perennial-darkness/>



Self-portrait (2018), Emily Andrews, Oil on Canvas, 45 x 30 in.

As the heavy, slumbering blanket of winter is gradually pulled over the land, flattening flower beds and stripping trees into a state of dormancy, prolonged periods of darkness hover; laying influence on the natural rhythms of its inhabitants and to no exception, the artists within.

Artists in this exhibition bring forth their personal connection to the renewal of shorter days and longer nights; some making work specifically for the show, and others with work already coincidentally prepared; the theme being a subject of their regular practice. For the duration of this exhibition, the gallery serves as a temporary home for the products of the artists' dreams,

memories, feelings, observations, and contemplations, as triggered by the darkness of this season's nights.

Interweaving the complimentary forms of visual art and written word, the Aurora Cultural Centre collaborated with poets within the Writer's Community of York Region (WCYR) to create written responses to the exhibited artworks, sparked from a gathering between the poets and artists together. Dialogues from this collaboration are on view as part of the exhibition.

Participating Artists: Leeay Aikawa, Emily Andrews, Spenta Chothia, Kristen Elizabeth Donoghue-Stanford, D. Ahsén:nase Douglas, Rahil Ghandi, Nancy Hallas, Janet Hinkle, Kate Jones, Kayley Liu, Yasaman Mehra, Kathy Morgan, Caroline Popiel, Molly Steels, Carol Walthers, David Woodward, Jinming Ye, and Rose Zhao, with contributions from the Writer's Community of York Region.

Art Bytes

Art Bytes are an ongoing online series that accompanies our exhibitions and give viewers an opportunity to deepen their understanding about the art and artists. Art Bytes are available for viewing through our YouTube channel during and after gallery exhibitions. Art Bytes can be found here: [Gallery Art Bytes link](#)

Art Byte Topic	Related Exhibition	Link
Artist-Poet Gathering with the Writer's Community of York Region	Perennial Darkness	December 2 Event - Art Byte
Artist Opening	Perennial Darkness	December 7 event - Art Byte
Re-Imagining the Archive with Molly Steels	Perennial Darkness	Molly Steeles Art Byte
Foraging for Installation with Janet Hinkle	Perennial Darkness	Janet Hinkle Art Byte

Upcoming Gallery Exhibit

Mayor's Celebration of Youth Arts

Annual Student Art Exhibition

In person: February 10 – March 23, 2024

Temporary Gallery Location: Aurora Town Hall, Second Floor

<https://auroraculturalcentre.ca/event/mcoya24/>

Education Programs

Term Classes, Workshops and Short Courses

The fall term education programs began in September and ran into mid-December, including workshops and PA Day programs. In December, we additionally offered one workshop for adults. Our commitment to providing a vibrant and inclusive learning environment is evident in the range of classes offered and the positive feedback received from participants. Below is a listing of the programs running into December, their target age group and enrollment.

Educational programs for the Winter 2024 term are on sale through the digital box office and will begin in January. To see current educational offerings, please visit:
<https://auroraculturalcentre.ca/adult-classes/> or <https://auroraculturalcentre.ca/childrens-classes/>

Program	Dates	Age	Enrolled	Capacity	Percentage
Around the World with Art	September 30 – December 2	7 - 10	11	12	92%
Famous Artists & Their Styles	September 30 – December 2	11 - 15	6	12	50%
Drawing & Sketching	November 13 – December 18	16+	14	14	100%
Painterly Printmaking with Katie Argyle	December 3	16+	7	12	58%

Kaleidoscope in the Schools (KITS)

The KITS 2023-2024 season is available to 52 elementary schools. Each production has its own voice and vision for performing arts excellence with young audiences within the overall programming ethos of voices from Black, Indigenous, and racialized communities, with French and English offerings across several performing arts disciplines.

School principals make their show selections through our website:

<https://auroraculturalcentre.ca/kaleidoscope-in-the-schools/>

The 2023-24 KITS season tour began in November 2023 with *Carnival of Animals* by Tottering Biped Theatre and *Tales of Goddesses and A Painter* by Little Pear Garden Dance. There were no tour dates in December; administrative work continues throughout the season to promote and produce the shows with school administrators and performing artists.

Administration

- The 3-hour in person Land Acknowledgement session is taking place on January 25 from 1pm – 4pm. Please join us if you would like to continue your learning and build a personally meaningful land acknowledgement. **Please RSVP if you plan to attend.**
- Economic Impact Study results were presented to staff on December 9, 2023
- The RFP for a new graphic design firm is closed on December 21st. We have 6 submissions to be reviewed in January. The panel includes program managers, Communications Manager, Morry Pakota (Board representative) and myself.
- We delivered several thank you cards to Town staff prior to the holidays in recognition of the growing relationship.
- Strategic meeting with Music Aurora about their future and goals.

Human Resources

- Shikha Chowhan has accepted the offer for a full-time permanent role as Marketing Assistant as of December 22, 2023. We are thrilled she will continue her good work with us.

Facilities

- Gallery open for in person visits Monday – Saturday from 8:30 – 4:30pm. Monday – Friday patrons enter through the main front door. Patrons are welcomed through the 3rd floor entrance on Saturdays and for after hours special events.
- Health & safety information for the Aurora Town Square Program Rooms and Aurora Town Hall from Town – we continue to wait for policies from Town staff.
- Town facilities have advised that leak in our program room at Town Hall is now repaired. Classes begin there Sunday afternoon. Patrons access the program room through the 3rd floor entrance.
- All programs have backup venues to end of June 2024.

Aurora Town Square

- ACC educational program registrations will be active with Town CSR as of March 15, 2023 in ActiveNet. Our education programs will not be interspersed throughout the guide as originally expected until the Fall. We have newly committed to an 8-page ad in the guide instead outlining our programs. Education programs will be available to the public through e-Play starting with the spring/summer guide.
- Town staff have confirmed booking programming offsite through to the end of June.

Board Activities

Executive Committee Meeting: no meeting

Development Committee Meeting: January 11

Facility Task Force Meeting: no meeting

Finance & Audit Committee Meeting: January 11

Governance & Nominating Committee Meeting: no meeting

Outreach Committee Meeting: January 15

Community Connections/Artistic Events

- Monthly meeting with Director of Community Services
- Cultural Partners monthly meetings
- Informal mentorship with Phiona Durrant, Aurora Black Community Gala
- Informal mentorship with Niell Kernohan, Theatre Aurora

Respectfully Submitted by

Suzanne Haines
Executive Director



**Aurora
Cultural
Centre**

Economic Impact Analysis

WHITEPAPER

PREPARED BY

HAO LI, XAVIER LEE, SHAYLI BABAZADEH, RADU GUGUSTEA
JANICE TO, DEREK CHOI

NATASHA OUSLIS (MCKINSEY & COMPANY)
GEORGIA MAXWELL (DELOITTE)

Executive Summary

MISSION

The Aurora Cultural Centre (ACC), a cornerstone of the Aurora and broader York region, serves a critical role in enhancing the community's cultural, social, and economic landscape. As the ACC approaches a significant milestone with the scheduled opening of a new centre in 2024, it becomes imperative to understand and articulate the organization's economic value, especially in the context of recovery from COVID-19 impacts. This revitalization presents a unique opportunity to assess the ACC's contribution, particularly as it pivots towards a future marked by growth and renewed potential.

In anticipation of this new chapter, this evaluation aims to build a robust case for financial support. To facilitate this, the ACC has engaged the University Consulting Group (UCG) to conduct an in-depth economic analysis. This analysis will not only provide a snapshot of the current economic contributions of the ACC, including expenditures from the ACC, its patrons, and artists, but it will also serve as a benchmark against future economic impacts post the 2024 opening.

This white paper aims to underscore the ACC's significant economic influence and provide a comprehensive understanding of the ACC's role in economic stimulation, taking into account the unique context of recovery and future growth prospects. The insights derived from this analysis will be instrumental in guiding the ACC's strategies and ensuring sustained support as it steps into a promising future.

STRATEGY

This study consists of a multifaceted economic analysis, supplemented by targeted surveys for patrons and creatives. The economic impact assessment adhered to the CAHSEIM model, which was meticulously followed to ensure a comprehensive and accurate analysis. In parallel, two surveys were developed in collaboration with ACC staff, and were distributed to patrons and creatives to collect additional qualitative insights. The economic analysis was anchored in a detailed examination of the ACC's financial outlays and complemented by survey responses, offering a nuanced understanding of their individual contributions and perceptions. This dual approach facilitated a well-rounded assessment, capturing both the tangible and intangible aspects of the ACC's economic influence.

Economic Impact at a Glance

The ACC's Gallery, Performing Arts, and Education programs draw over 100K patrons per year and feature 65+ multi-disciplinary creatives. Through operational and visitor expenditures, the Centre generates \$16.3M of economic impact (GDP + Labour Income) and 160 jobs across Canada

\$16,300,000 | 160 jobs

TOTAL ECONOMIC IMPACT (ACROSS CANADA)

IMPACT BREAKDOWN (ONTARIO)

7.4M

DIRECT ECONOMIC IMPACT

3.0M

INDIRECT ECONOMIC IMPACT

2.8M

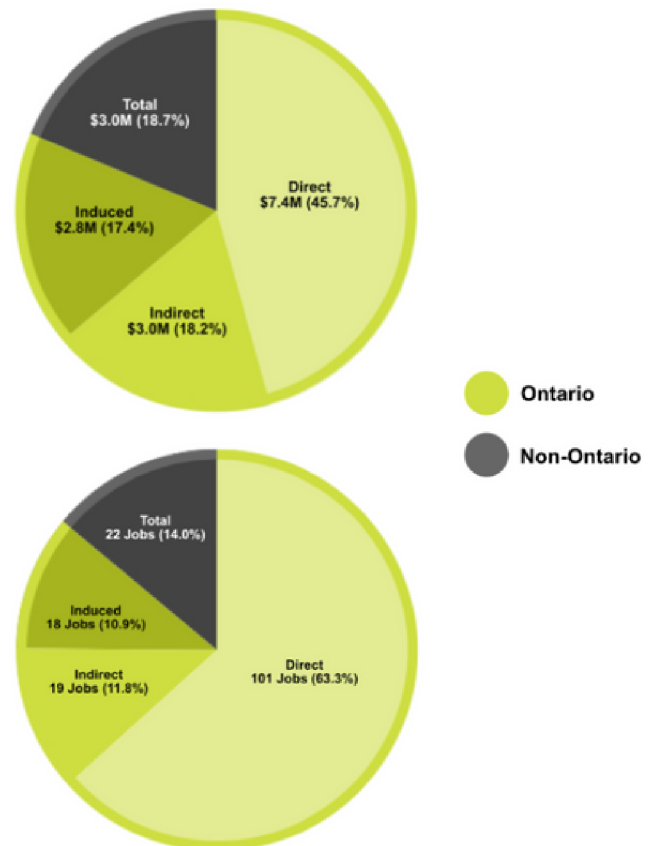
INDUCED ECONOMIC IMPACT

138

JOBS WITHIN ONTARIO

22

JOBS OUTSIDE ONTARIO



Expenditures Statement

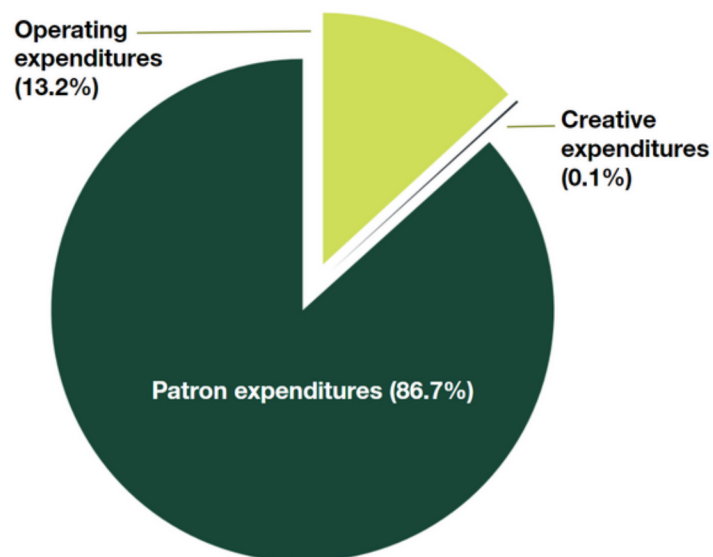
The ACC's economic impact is driven by two types of expenditures: 1. Operating and Maintenance expenditures, and 2. Visitor expenditures. Together, the ACC and its visitors, including patrons and creatives spend a total of \$10.7M yearly.

TYPES OF EXPENDITURES

\$1,400,000 OPERATING EXPENDITURES

\$9,300,000 PATRON EXPENDITURES

\$13,200 CREATIVES EXPENDITURES

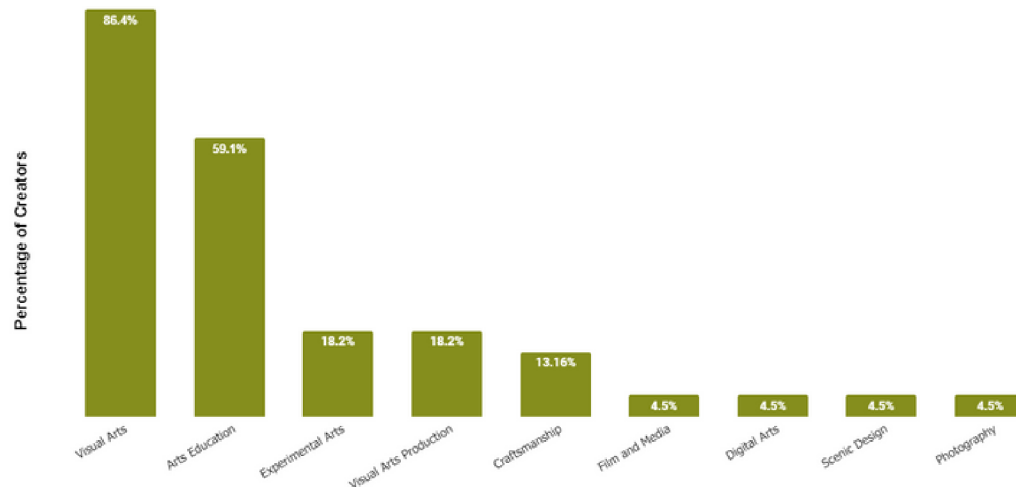


Total input expenditures: \$10.7M

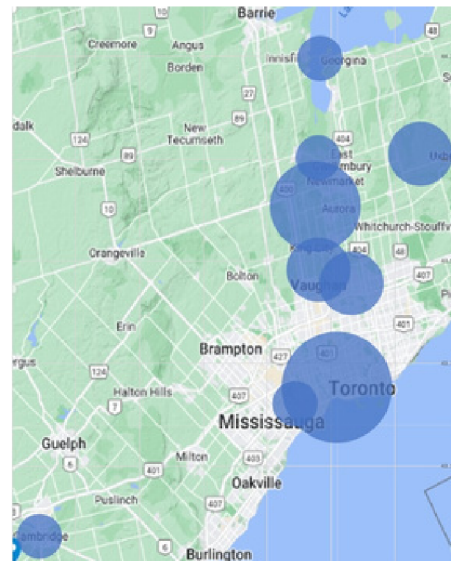
Understanding Creatives

CREATIVES DEMOGRAPHIC INFORMATION

This study includes 22 responses collected from collaborated creatives. In our comprehensive analysis of the creatives' demographics, we discovered a rich diversity across artistic disciplines. The majority, 86.4%, are visual artists, followed by 59.1% in arts education, with noteworthy involvement in visual arts production and interdisciplinary arts at 18.2%. Additionally, a significant number of these creatives are active participants in the ACC's Gallery Exhibitions (63.6%) and Educational Classes (43.4%).



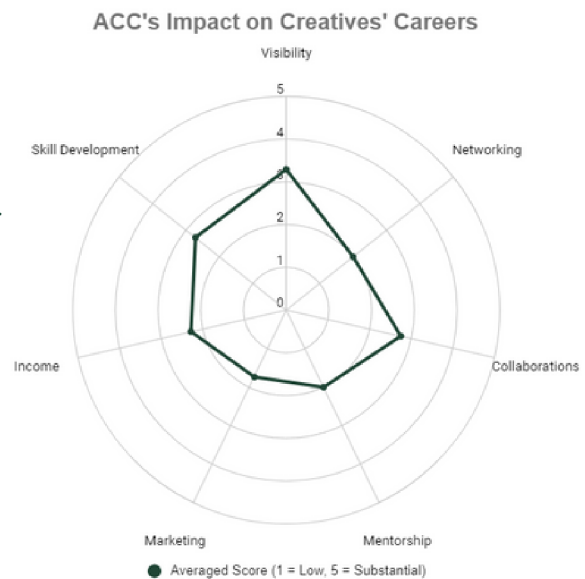
Demographically, the largest group of our creative respondents, 33%, resides in Toronto, with Aurora coming in second at 22%. There is also a considerable presence from areas like Markham, Richmond Hill, and Uxbridge. In terms of ethnicity, the majority, 81.8%, identify as white, with 4.5% as Black, East/South-East Asian, or South Asian, and one respondent choosing not to disclose. Age-wise, 47.6% are aged 65 and over, 38.1% are within the 55-64 bracket, and 9.5% fall in the 25-34 age range. Gender distribution shows 28.6% of respondents as male and 71.4% as female. This demographic snapshot offers a detailed view of the creative community engaged with the ACC, highlighting its diversity in multiple aspects.



Understanding Creatives

IMPACT ON CREATIVES

Our comprehensive study revealed the ACC has established itself as a crucial influence in the professional development of creatives. As responses indicated, one of the standout findings from this research is the Centre's role in enhancing creatives' public visibilities, which creatives rated 3.3 out of 5. The ACC's efforts in this area have been pivotal in raising the profile of artists and their work within the broader community. Through various platforms such as exhibitions, showcases, and public events, the ACC has not only amplified the exposure of artists but also opened up avenues for greater audience engagement. This increased public visibility is invaluable in generating new opportunities for artists, expanding their professional networks, and potentially leading to more significant, high-profile projects. The ACC's commitment to promoting its artists has been a key factor in their continued growth and success in the art world as indicated by our survey data.



In addition to enhancing visibility, the ACC also plays a significant role in fostering collaborations among creatives, which was rated at 2.8 out of 5. ACC has achieved this through creating opportunities for artists to engage in cooperative projects, facilitating networking opportunities, and encouraging an exchange of ideas and skills. These collaborative endeavors span various forms, from joint art exhibitions to cooperative educational initiatives. Such collaborations not only provide artists with a platform for mutual learning and inspiration but also contribute to building a robust and supportive community of creative talents. Through these collaborative efforts, the ACC has not only enriched the artistic output of individual creatives but has also contributed significantly to the vibrancy and dynamism of the broader artistic community, underscoring its essential role in nurturing and advancing the careers of artists.

* The ratings for each aspect are shown as followed: Visibility 3.3/5, Networking 2/5, Collaborations 2.8/5, Mentorship 2/5, Marketing 1.7/5, Income 2.3/5, Skill Development 2.7/5

Understanding Creatives

CREATIVES COLLABORATION BEHAVIORS

Our analysis shows that a significant 45% of ACC-collaborated creatives involved in Educational Classes and an even higher 63% in Gallery Exhibitions have been engaged through contracts. This highlights the ACC's proactive role in fostering a collaborative and nurturing environment within its artistic network. The collaborations are diverse in nature and frequency, with a substantial portion of respondents, 40.9%, reporting 1-2 collaborations with the ACC, while 23.8% have engaged in a more extensive 6-10 collaborative projects. This variation in collaboration frequency demonstrates the ACC's flexibility and adaptability in working with creatives of different capacities and requirements.

Moreover, a considerable 72.7% of respondents indicated that developing their artistic approach is a central part of their process, while 50% participate actively in art facilitation. This engagement in the creative process is indicative of the ACC's commitment to not just providing opportunities but also actively contributing to the professional growth and skill enhancement of the creatives. These insights appreciate the multi-dimensional support provided by the ACC, which extends beyond mere opportunities for exhibition or teaching.

CREATIVES SPENDING BEHAVIORS

In our survey targeting creatives who have engaged with the Aurora Cultural Centre (ACC), we focused on analyzing their spending patterns and the influence of ACC support on their financial decisions. The findings highlighted a varied pattern in how these creatives allocate their funds. Notably, 42.1% of the creatives who received ACC support reported spending less than half of their funds on essential expenses, while 47.4% directed over 80% of their funds towards critical financial needs.

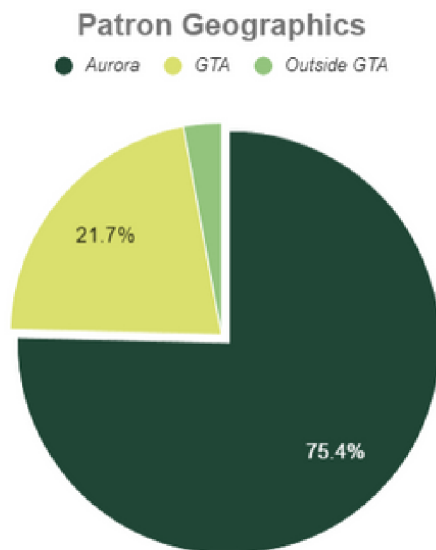
Interestingly, among the 20% of respondents based in Aurora, a significant portion (those spending 50-75% on necessary expenses) are local, whereas a large majority (85.7%) of the non-Aurora respondents spend less than a quarter of their funds within the city. When examining discretionary spending, the survey revealed that 75% of the creatives allocate less than 20% of their funds to discretionary expenses, while the remaining 25% distribute between 20% to 50% of their funds for such expenses. Additionally, a substantial 75% of respondents spend less than a quarter of their discretionary expenses in Aurora.

Understanding Patrons

PATRON DEMOGRAPHIC INFORMATION

In conducting a detailed survey of our patron demographics at the Aurora Cultural Centre, we gained valuable insights into the age, gender, and residence distribution of our visitors from 70 responses. The age breakdown of our patrons presents a skew towards older demographics, with a notable 47.8% aged 65 and above. The next significant age group comprises 26.1% in the 55-64 age bracket, followed by 21.7% between 45-54 years old. Younger age groups are less represented, with only 2.9% falling within the 35-44 range and a minimal 1.4% aged between 25-34 years old. This age distribution suggests a strong appeal of the ACC's offerings to older generations, while also indicating potential areas for growth in attracting younger audiences.

Gender-wise, there is a pronounced leaning towards female patrons, who constitute 78.3% of our respondents. In comparison, male patrons represent 20.3% of the survey group*. This gender disparity offers insights into audience preferences and can inform future programming and marketing strategies to achieve a more balanced patronage.



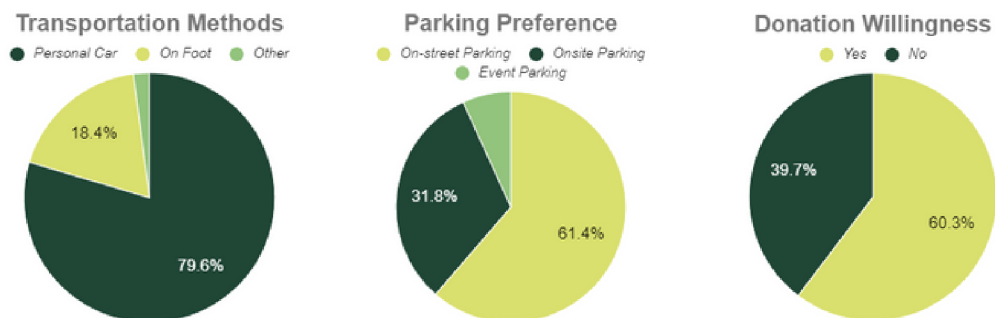
Geographically, a significant majority of our patrons, 75.4%, are local residents of Aurora. This highlights the ACC's importance as a cultural hub within the local community. Additionally, 21.7% of our patrons hail from other areas within the Greater Toronto Area (GTA), showcasing the Centre's regional appeal. A smaller segment, 2.9%, comes from areas outside the GTA yet within Ontario, indicating the Centre's reach beyond immediate geographical boundaries.

*The rest 1.4% of respondents preferred not to respond in regards to identifications

Understanding Patrons

PATRON SPENDING BEHAVIORS

In analyzing event attendance trends at ACC, it was observed that performing arts events emerged as the most frequented, followed closely by gallery exhibitions and arts education classes. A significant 79.6% of patrons drive to ACC, contributing to an enormous economic impact via parking and potentially fueling. Regarding parking preferences, a split trend was noted with 55.1% of visitors would choose on-street parking, whereas 41.2% of visitors opting for onsite parking. Additionally, 11.8% of visitors chose designated event parking areas, highlighting diverse parking preferences among ACC patrons. Among the visitors who extended their stay overnight in Aurora, only a minimal number (n=2) were recorded. These individuals selected accommodations in Newmarket, citing varied reasons and encountering different price points for their stay. This suggests an opportunity for the ACC to explore partnerships with local accommodations to enhance visitor experiences. Despite the lack of public transportation options to the ACC, a noteworthy 23.4% of respondents expressed interest in ACC-specific transportation solutions, indicating a potential area for service enhancement.

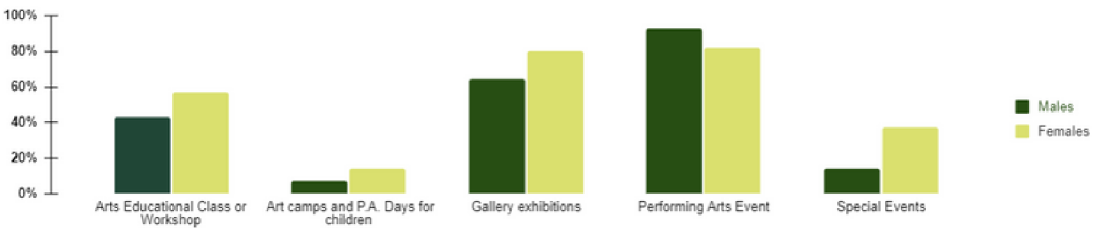


Furthermore, the survey revealed a significant level of patron commitment and appreciation for the Aurora Cultural Centre (ACC), with a notable 60.3% of respondents expressing a willingness to contribute financially through donations. This high percentage of potential donors reflects not only the strong connection patrons feel towards the ACC but also underscores the Centre's success in fostering a sense of community and cultural value among its audience. This readiness to donate presents an encouraging opportunity for the ACC to harness this goodwill and support, potentially translating it into a sustainable revenue stream. It suggests a solid foundation for future fundraising campaigns and initiatives, which could further enhance the Centre's offerings and outreach. The willingness to donate is a clear testament to the ACC's impact and its pivotal role in enriching the cultural landscape of its community.

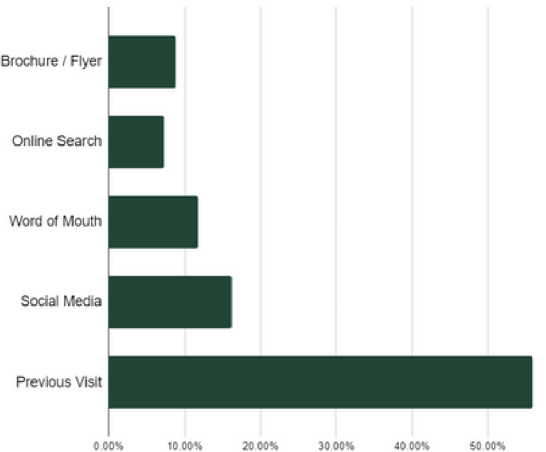
Understanding Patrons

PATRON ENGAGEMENTS

Patron engagement at ACC revealed a high proportion of 93.5% patrons attended performing arts events, with an interesting trend emerging among male-identifying respondents who showed a slightly greater preference for these events compared to others. This suggests that performing arts hold a unique appeal for the male demographic at the ACC. Furthermore, the data indicates that the majority of respondents participate in more than one type of event, reflecting the Centre's success in offering a diverse and engaging cultural experience that attracts a wide-ranging audience. Additionally, the study highlighted gender differences in repeat visitations; female-identifying respondents were more likely to return for subsequent visits, with 58% citing a previous visit as a driving factor, compared to 42% of male respondents. These insights are invaluable for the ACC as they provide a deeper understanding of patron behaviors and preferences, essential for tailoring future programming and marketing strategies to meet the diverse needs of its audience.



The pathways through which people discover the Aurora Cultural Centre (ACC) yield impactful insights into audience engagement patterns. A substantial 55.1% of our patrons are repeat visitors, indicating a high level of ongoing engagement and loyalty to the ACC. Social media emerges as a key discovery tool, responsible for 15.9% of visitor awareness, highlighting its effectiveness in reaching new audiences. Word-of-mouth recommendations account for 11.6% of the discovery, emphasizing the power of personal endorsements. Traditional marketing methods also play a significant role, with 10.1% of visitors drawn by brochures or flyers, and 7.2% finding the ACC through online searches. These statistics reinforce the need for a comprehensive marketing strategy that skillfully blends both digital and conventional mediums, ensuring broad and effective outreach to diverse audience segments.



Opportunities

OPTIMIZING CREATIVE EXPERIENCES: INSIGHTS FROM CREATIVES SURVEY DATA

In an effort to enhance the creative experience, we gathered insights from creatives on the opportunities they are seeking, focusing on three main areas. The first area is the enhancement of educational opportunities, with suggestions including regular workshops for diverse age groups and an expansion of instructional offerings. The second area emphasizes community engagement and public art initiatives, suggesting artist-in-residence programs and collaborations for public art projects. The third area focuses on elevating exhibition opportunities, advocating for increased frequency and diversity of cultural events and exploring collaborative ventures with galleries for exhibitions and joint projects.

Furthermore, the creatives offered a detailed perspective on their expectations and aspirations for improved support from the ACC. They highlighted the need for greater visibility, suggesting enhanced social media presence and more proactive promotion of instructors' skills. The creatives also voiced a desire for more information about local opportunities and networking, underlining the importance of supporting Ontario artists. Collaboration was a recurring theme, with calls for increased partnerships, especially with cross-media creatives. Practical aspects such as assistance with exhibition costs and higher artist fees were discussed, along with the need for a more streamlined application process. The feedback also pointed to the value of diverse learning opportunities, including potential collaborations with the Aurora Senior Centre. While some creatives requested more shows and simplified processes, others praised the ACC's current initiatives and encouraged the continuation of these successful practices. Collectively, this feedback underscores the need for a comprehensive approach that includes strategic promotional efforts, collaborative endeavors, practical support, and ongoing positive engagement.

Opportunities

OPTIMIZING PATRON EXPERIENCES: INSIGHTS FROM PATRONS SURVEY DATA

In endeavoring to refine the patron experience at the Aurora Cultural Centre (ACC), we thoroughly looked into the concerns and preferences of our visitors, centering our focus on issues related to parking, expenses, and event availability. A recurring theme from patron feedback was the challenge posed by limited parking availability. Many expressed concerns about the insufficient number of parking spots and the general accessibility of these parking areas, especially during high-attendance events. This issue has emerged as a significant concern for those interested in participating in ACC's diverse cultural offerings.

Alongside parking challenges, patrons have raised concerns about the overall expenses related to attending events at the Aurora Cultural Centre (ACC). These financial considerations extend beyond the direct costs of event tickets to encompass a wider range of associated expenditures. Patrons frequently mention additional outlays such as dining, shopping, and other incidental expenses that are part of the overall experience of attending an event at the Centre. This feedback highlights the need for a more holistic approach to event planning and pricing, ensuring that attending an event at the ACC is accessible and affordable for a diverse audience.

Event availability has also emerged as a significant point of interest among patrons. Visitors are expressing a desire for a more varied and inclusive event schedule that caters to a wide array of interests and time availabilities. This includes calls for more frequent events, as well as requests for events at different times of the day or week, catering to those with varying schedules. By broadening the range and timing of cultural offerings, the ACC can better accommodate the needs and preferences of a broader community, enhancing the cultural engagement and inclusivity of the Centre.

These insights into the patron experience are crucial for the ACC to address logistical challenges and enhance overall visitor satisfaction. Tackling parking and accessibility issues, ensuring the affordability of events, and diversifying the event calendar are key to creating an inviting and accessible environment. Such improvements are vital not only for resolving practical concerns but also for cultivating a more inclusive and engaging cultural community at the ACC.

Taking into account practical feasibilities, we have identified the following opportunities, each paired with actionable insights, with the goal of enriching local creative communities.

Opportunities

COLLABORATING WITH TRANSPORTATIONAL COMPANY

To address the challenges identified by both patrons and creatives, particularly concerning parking and geographical accessibility, one of the opportunities is to establish official transportation methods. There is a clear demand for the ACC to forge partnerships with local transportation companies, such as Metrolinx. By collaborating with these entities, the ACC could offer dedicated transportation services for its visitors. This solution would not only alleviate parking constraints but also make the Centre more accessible to those facing geographical barriers. Such an initiative could involve special shuttle services or discounted travel rates for ACC event attendees, thereby enhancing convenience and encouraging more frequent visits from both patrons and creatives. These transportation collaborations could be a game-changer in making cultural events more accessible and enjoyable, ultimately increasing attendance and participation.

ADVOCATING FOR COMMUNITY FINANCIAL CONTRIBUTIONS

In addition, the ACC has a significant opportunity to leverage the willingness of its community to contribute financially. The survey results indicate that over 60% of participants are willing to donate, showing a strong potential for fundraising initiatives. This readiness to support can be harnessed through active advocacy for donations. By communicating the impact of these donations on enhancing the ACC's cultural and artistic offerings, more patrons and creatives can be encouraged to contribute. Fundraising campaigns could be designed to specifically target improvements in facilities, expansion of programs, and even in subsidizing transportation initiatives. This approach not only fosters a sense of community ownership and pride in the ACC but also ensures a steady stream of support for its initiatives, further enriching the cultural fabric of Aurora and making the arts more accessible to all.

Opportunities

EXPANDING EDUCATION OFFERINGS AND ART WORKSHOPS

There was a notable enthusiasm among creatives for expanded educational offerings at Aurora Town Square. Suggestions included increasing the variety of art classes available for teaching, enhancing classroom environments for greater appeal, and initiating regular art-related showcases and monthly exhibits to promote local artists.

Action steps involve collaborating with instructors to broaden art class options, upgrading classroom spaces to stimulate a more engaging learning atmosphere, and establishing a regular schedule of art shows and exhibits. Additionally, creating communication channels to support local artists, implementing strategic marketing for educational activities, and introducing feedback mechanisms are crucial for ongoing development within Aurora Town Square's creative community.

CURATING EXHIBITIONS AND PUBLIC ART INSTALLATIONS

This category garnered significant attention, underscoring a strong interest in expanded exhibition possibilities. The call for more diverse exhibition spaces and opportunities for public art displays, such as sculptures, signals a need to prioritize curated exhibits and installations.

The ACC could strategize to develop various exhibition spaces within Aurora Town Square, each tailored to a specific theme or artistic medium. Such spaces would encourage local artists to contribute to public art installations, enhancing the area's aesthetic and fostering community engagement. Regular curation of exhibitions showcasing a diverse range of local talents is vital, ensuring a vibrant, constantly evolving cultural scene that attracts and engages patrons.

Methodologies

CULTURE, ARTS, HERITAGE, AND SPORT ECONOMIC IMPACT MODEL (CAHSEIM)

CAHSEIM, developed by the Policy Research Group within the Department of Canadian Heritage, is a robust economic impact analysis tool tailored for Canada. It specializes in assessing the economic impact of arts, culture, heritage, and sports events and organizations, both at the provincial/territorial and national levels. This tool intricately processes a wide array of input data to model impacts across three categories: direct, indirect, and inducible. It outputs comprehensive measurements on six key economic variables: GDP, labour income, employment (both in job numbers and full-time equivalents), and taxes on production and products. This multifaceted approach allows for a detailed understanding of the economic footprint of cultural and sporting activities within Canada.

MODEL ASSUMPTIONS

CAHSEIM has been meticulously developed as a highly effective, accurate, and flexible analytical instrument, utilizing data from Statistics Canada's Supply and Use Tables. These tables represent the most exhaustive and detailed statistical collection available, encompassing a wide array of data on the production and consumption of goods and services within Canada's economy. However, it's crucial to acknowledge that CAHSEIM, similar to other Input-Output economic impact models, operates within the framework of specific assumptions and encounters certain limitations inherent to its design.

One of the fundamental assumptions of CAHSEIM is that production volume is driven solely by demand, irrespective of its scale. This model assumes that any increase in the demand for goods and services does not influence their market prices or the production capacity of suppliers. Instead, it posits that producers accommodate any surge in demand by scaling up their production and employing additional labor as needed. In economic parlance, this suggests that the supply side of the market is perfectly elastic at current price levels, meaning that production is entirely demand-driven. This assumption is a key characteristic of CAHSEIM's operational model, shaping its approach to analyzing economic impacts.

Methodologies

SURVEY – PATRONS

The initial survey, tailored for the Aurora Cultural Centre (ACC) patrons, aimed to explore the Centre's economic and cultural influence from the perspective of its visitors. Structured into distinct sections, it sought a detailed understanding of patron interactions with the ACC and its impact on Aurora. The survey's primary focus was to classify the variety of ACC events attracting patrons, including art exhibitions, musical performances, workshops, and galleries. It probed not only into the types of events attended but also into the frequency of visits annually, shedding light on the ACC's role in fostering regular cultural engagement.

A significant part of the survey concentrated on assessing patron spending linked to ACC visits. This covered direct costs like ticket purchases and indirect expenditures, such as dining, shopping, parking, and other related activities, to gauge the ACC's economic ripple effect on Aurora. It distinguished between local and non-local visitors, particularly scrutinizing the spending and accommodation choices of the latter, thereby evaluating the ACC's contribution to local tourism and cultural allure.

Furthermore, the survey investigated patrons' overall experience at the ACC, including the discovery of the Centre and its events, evaluating the effectiveness of its marketing strategies. It also sought insights into transportation preferences and potential barriers, aiming to enhance accessibility and overall visitor experience. Finally, the survey included questions about satisfaction with Aurora's local businesses and services, crucial for understanding the broader impact of ACC events on the town's vibrancy and attractiveness.

Methodologies

SURVEY – CREATIVES

The research team crafted a second survey, this time focusing on artists and creatives, with the dual aim of exploring their engagement with the Aurora Cultural Centre (ACC) and understanding their contributory role in Aurora's economic landscape. This survey, integral to assessing the ACC's total economic impact, was meticulously designed to capture a nuanced understanding of the creative community's involvement with the Centre.

Divided into four distinct sections, the survey first sought to map the nature and extent of the creatives' interactions and participation with the ACC. It explored the depth of their involvement in various projects and events, aiming to understand the breadth of their engagement. The second section delved deeper, probing into the factors influencing creatives' decisions to collaborate with the ACC. This included examining the impact of such collaborations on their careers, creative outputs, and spending patterns within the town, thereby gauging the induced economic impact of their activities.

In its third segment, the survey aimed to profile the artistic disciplines and demographics of these creatives, seeking to understand the diversity and range of the talent pool associated with the ACC. This data was crucial in identifying the spectrum of artistic expression fostered by the Centre. Finally, the survey offered an open-ended section for creatives to suggest ways the ACC could improve its support mechanisms. This feedback was pivotal in shaping future programs, refining marketing strategies, and crafting targeted initiatives to bolster creative collaboration and support. The insights gleaned from this comprehensive survey were instrumental in tailoring the ACC's approach to maximize its economic impact and nurture a vibrant, supportive environment for artists and creatives.

Appendix

A. CAHSEIM: TABLE OF INPUT DATA – AURORA CULTURAL CENTRE

Operating and Maintenance Expenditures	\$ (Thousands)
Personnel for government and other institutions	\$ -
Personnel for sporting and cultural events	\$ 1,105.958
Transportation and communications	\$ 6.583
Information	\$ 84.103
Professional and special services	\$ 105.037
Rentals	\$ 22.925
Purchased repairs and maintenance	\$ 5.335
Utilities	\$ -
Materials and supplies	\$ 79.382
Payments in lieu of taxes	\$ -
Transfer payments and public debt charges	\$ -
Visitor Expenditures	\$ (Thousands)
Transportation (automobiles)	\$ -
Transportation (car rentals)	\$ -
Transportation (other modes)	\$ 1,993.00
Accommodations	\$ -
Food and beverages (at restaurants)	\$ 4,167.00
Food and beverages (at stores)	\$ -
Recreation and entertainment	\$ 706.00
On retail (souvenirs, film, incidental items)	\$ 2,412.00
Other expenditures	\$ -

Appendix

B. CAHSEIM VISITOR EXPENDITURE INPUT DETAILS

Visitor Expenditures - Patrons	(\$ Thousands)
Transportation (automobiles)	\$0.00
Transportation (car rentals)	\$0.00
Transportation (other modes)	\$1,987.86
Accommodations	\$0.00
Food and beverages (at restaurants)	\$4,163.21
Food and beverages (at stores)	\$0.00
Recreation and entertainment	\$704.70
On retail (souvenirs, film, incidental items)	\$2,408.57
Other expenditures	\$0.00
Total	\$9,264.34
Visitor Expenditures - Creatives	(\$ Thousands)
Transportation (automobiles)	\$0.00
Transportation (car rentals)	\$0.00
Transportation (other modes)	\$5.51
Accommodations	\$0.00
Food and beverages (at restaurants)	\$3.63
Food and beverages (at stores)	\$0.00
Recreation and entertainment	\$0.85
On retail (souvenirs, film, incidental items)	\$3.18
Other expenditures	\$0.00
Total	\$13.17

Appendix

C. CAHSEIM: TABLE OF OUTPUT DATA - ACC IMPACT BY PROVINCE (\$ THOUSANDS)

	NL	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT	NU	Canada
GDP														
Direct Impact	11	3	23	12	150	4,037	37	13	100	163	2	6	1	4,559
Indirect Impact	18	5	25	21	257	1,870	65	50	238	145	1	2	1	2,696
Induced Impact	9	3	21	15	194	1,923	42	28	149	136	1	2	1	2,523
Total (Closed) Impact	37	11	69	48	600	7,831	144	91	488	444	3	10	3	9,779
Labour Income														
Direct Impact	8	2	17	8	97	3,391	23	10	68	106	1	3	1	3,736
Indirect Impact	8	2	16	12	154	1,085	33	18	113	90	1	23	1	1,556
Induced Impact	4	1	10	7	101	904	18	10	67	64	0	1	0	1,190
Total (Closed) Impact	20	6	43	28	353	5,381	74	38	248	259	2	5	2	6,460
Employment (Jobs)														
Direct Impact	0	0	1	0	2	101	1	0	2	3	0	0	0	110
Indirect Impact	0	0	0	0	3	19	1	0	2	2	0	0	0	27
Induced Impact	0	0	0	0	2	17	0	0	1	1	0	0	0	23
Total (Closed) Impact	0	0	1	1	7	138	2	1	4	5	0	0	0	160
Employment (FTEs)														
Direct Impact	0	0	0	0	2	67	0	0	1	2	0	0	0	73
Indirect Impact	0	0	0	0	2	14	0	0	1	1	0	0	0	20
Induced Impact	0	0	0	0	2	13	0	0	1	1	0	0	0	17
Total (Closed) Impact	0	0	1	1	6	94	1	1	3	4	0	0	0	110
Taxes on Production														
Open Impact Federal	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Open Impact Provincial	0	0	0	1	6	37	1	1	3	2	0	0	0	52
Open Impact Municipal	0	0	1	1	8	123	2	1	6	4	0	0	0	148
Closed Impact Federal	0	0	0	0	0	4	0	0	0	0	0	0	0	5
Closed Impact Provincial	0	0	0	1	12	77	2	2	5	4	0	0	0	105
Closed Impact Municipal	1	0	2	1	17	254	4	2	11	9	0	0	0	300
Tax on Products														
Open Impact Federal	0	0	0	0	2	469	1	0	2	2	0	0	0	478
Open Impact Provincial	0	0	1	1	5	599	3	1	3	7	0	0	0	621
Open Impact Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Closed Impact Federal	1	0	1	1	10	589	2	1	8	8	0	0	0	622
Closed Impact Provincial	2	0	3	2	20	801	5	3	8	16	0	0	0	861
Closed Impact Municipal	0	0	0	0	0	0	0	0	1	0	0	0	0	1

**D. CAHSEIM: TABLE OF OUTPUT DATA -
BURLINGTON PERFORMING ARTS CENTRE (\$ THOUSANDS)**

[illegible]

E. CAHSEIM: TABLE OF OUTPUT DATA - MARKHAM ARTS COUNCIL (\$ THOUSANDS)

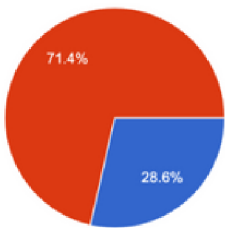
[illegible]

Appendix

F. CREATIVES DEMOGRAPHIC DATA

What is your gender?

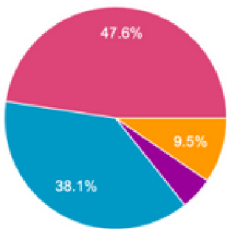
21 responses



- Male
- Female
- Non-Binary
- Prefer not to say

Which age group do you fall into?

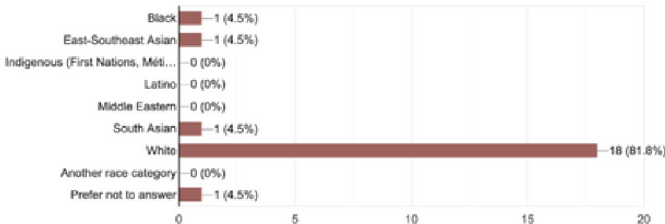
21 responses



- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and over

In our society, people are often described by their race or racial background. For example, some people are considered "White" or "Black" or "East-S...category best describes you? Select all that apply.

22 responses

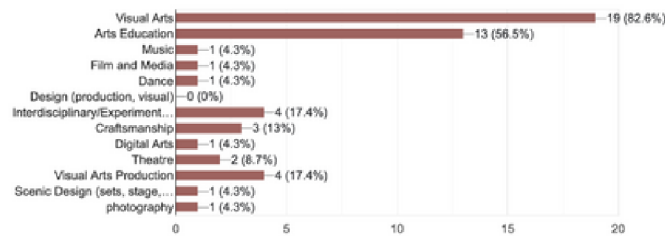


Appendix

F. CREATIVES' DEMOGRAPHIC DATA

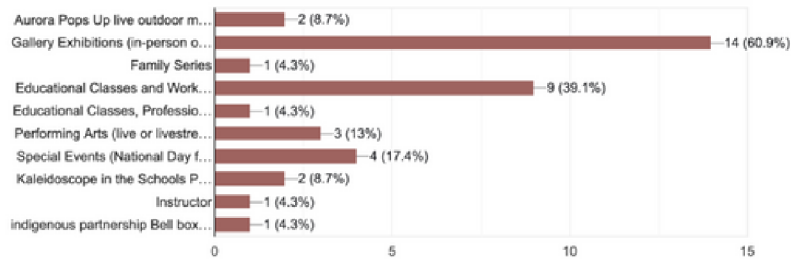
What is your creative discipline?

23 responses



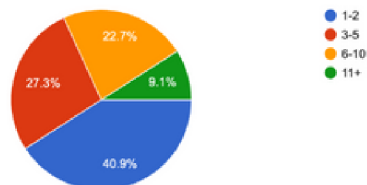
How have you participated with the Aurora Cultural Centre? (check all that apply)

23 responses



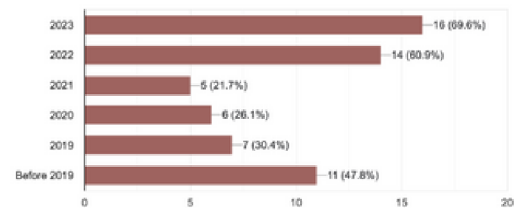
How many times have you worked with the ACC?

22 responses



When have you participated with the ACC?

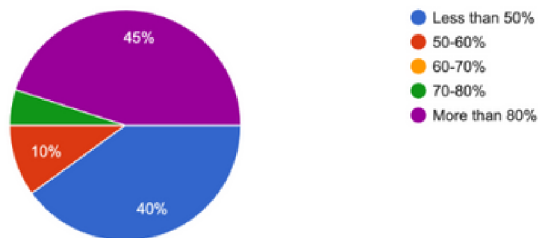
23 responses



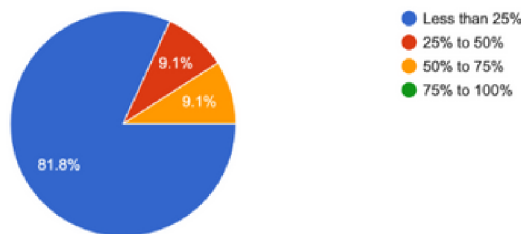
Appendix

G. CREATIVE'S SPENDING

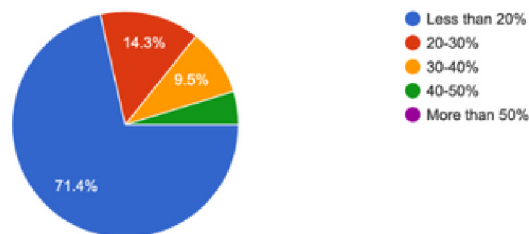
What percentage of the money you receive from ACC is spent on your necessary expenses?
20 responses



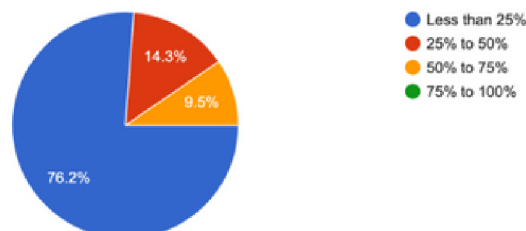
What percentage of your necessary expenses are spent in the Town of Aurora?
22 responses



What percentage of the money you receive from ACC is spent on your discretionary expenses?
21 responses



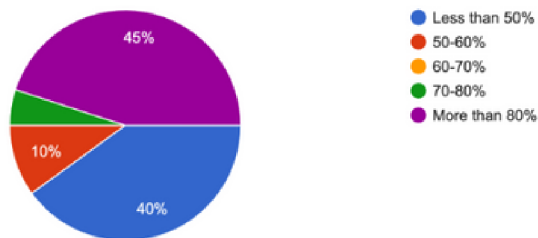
What percentage of your discretionary expenses are spent in the Town of Aurora?
21 responses



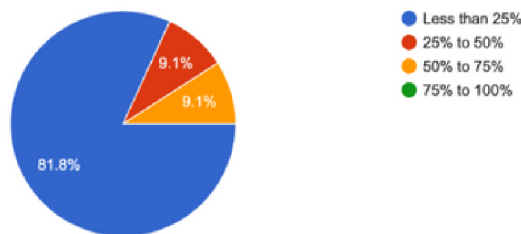
Appendix

G. CREATIVE'S SPENDING

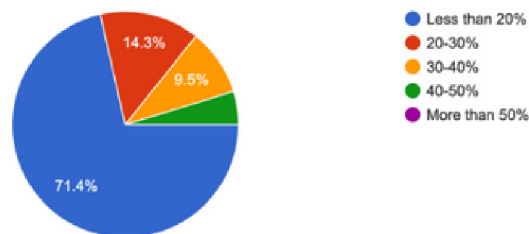
What percentage of the money you receive from ACC is spent on your necessary expenses?
20 responses



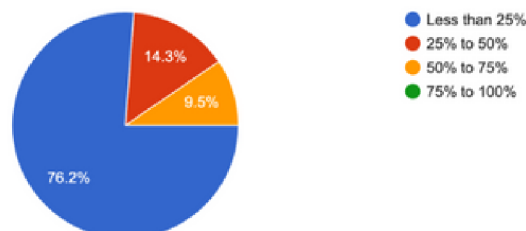
What percentage of your necessary expenses are spent in the Town of Aurora?
22 responses



What percentage of the money you receive from ACC is spent on your discretionary expenses?
21 responses



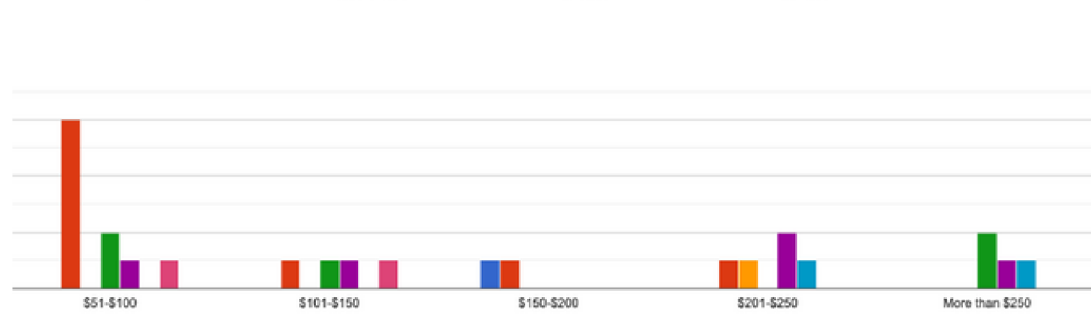
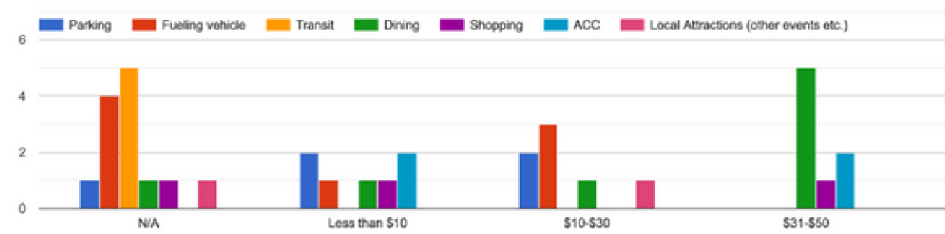
What percentage of your discretionary expenses are spent in the Town of Aurora?
21 responses



Appendix

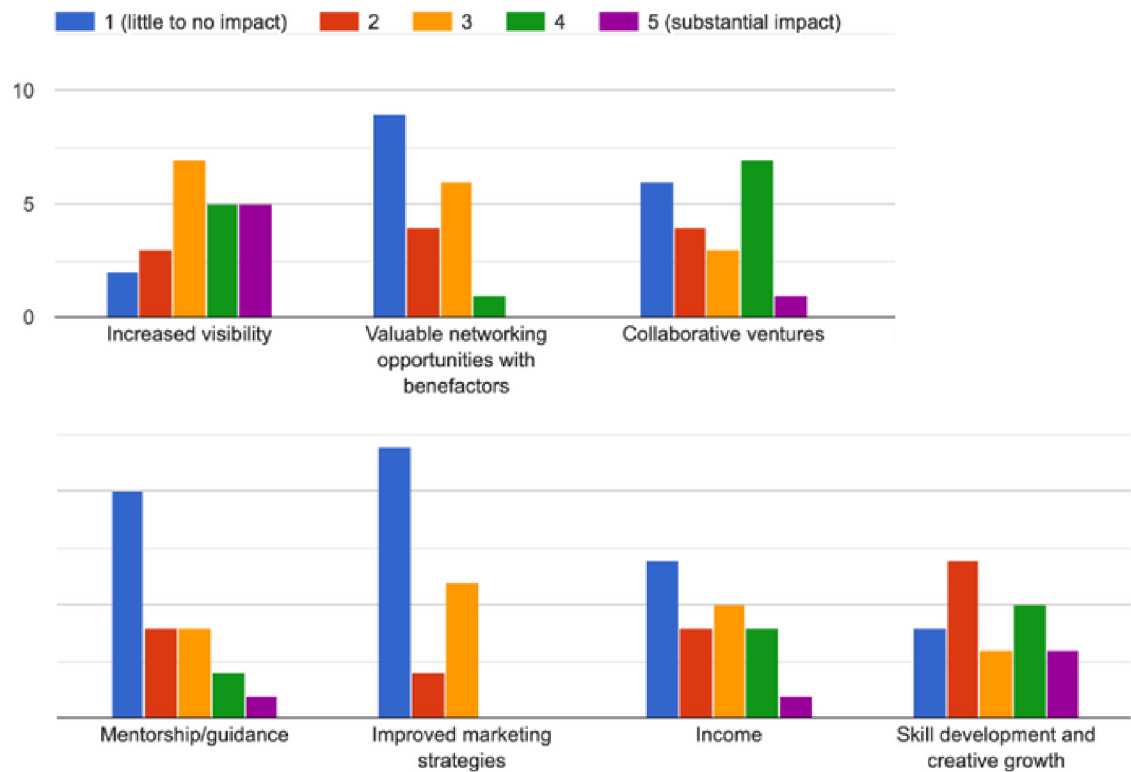
G. CREATIVE'S SPENDING

While in Aurora, do you spend money in these areas?



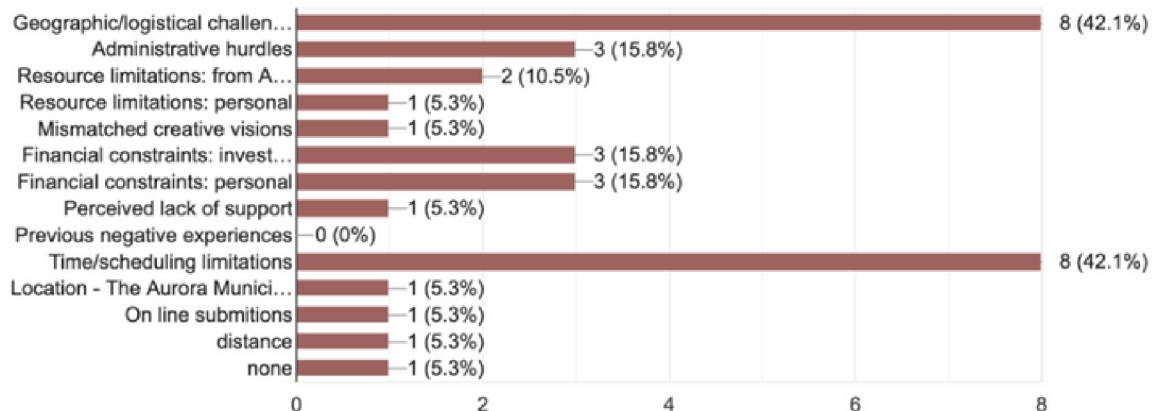
Appendix

H. CREATIVE'S SPENDING



What barriers stop you from participating with/working for the ACC?

19 responses

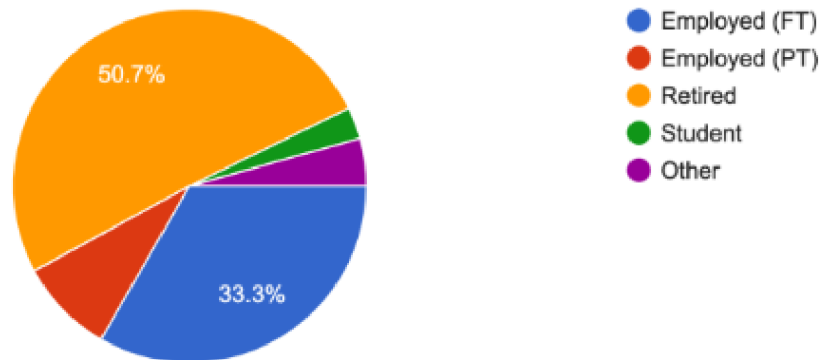


Appendix

I. PATRONS' DEMOGRAPHIC DATA

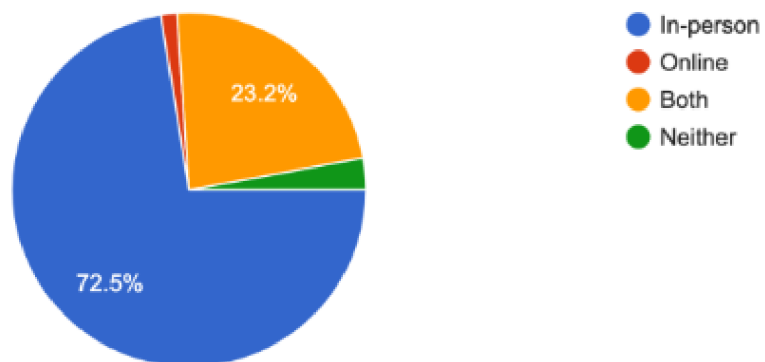
Which of the following describes your current employment status?

69 responses



How have you participated with ACC events, programs, classes and exhibitions?

69 responses



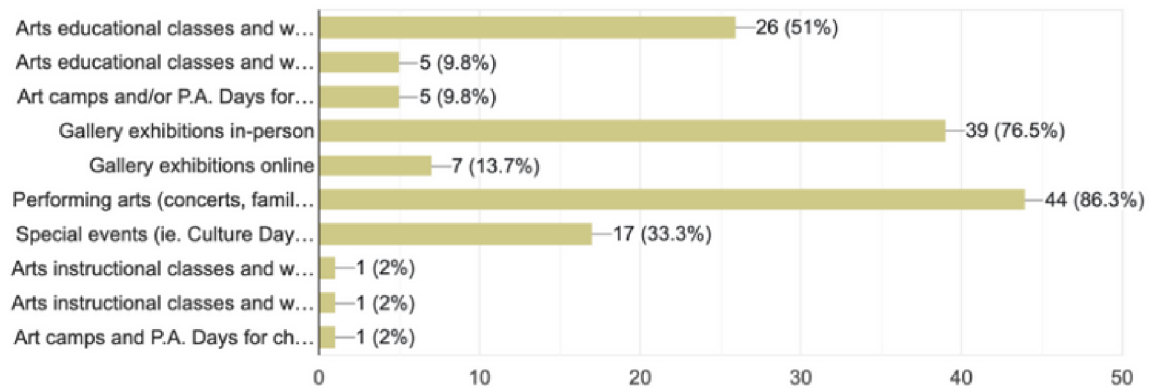
Appendix

I. PATRONS' DEMOGRAPHIC DATA

Aurora locals

Which of the following programs have you participated in at Aurora Cultural Centre?

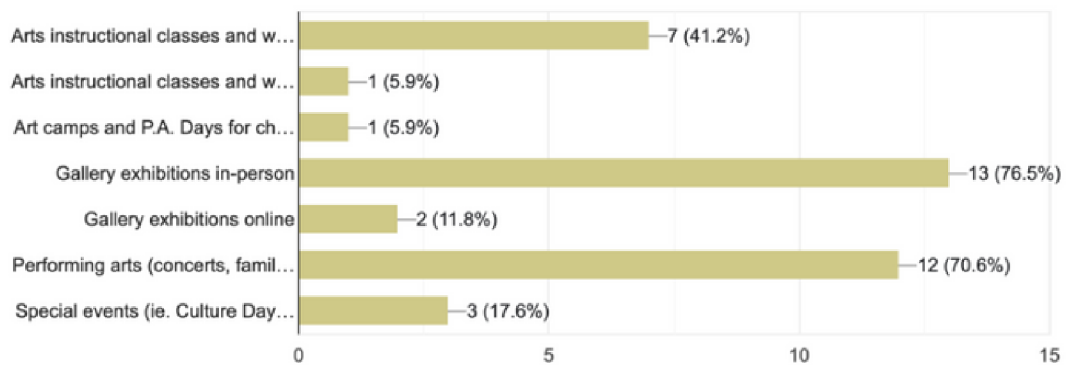
51 responses



Aurora visitors

Which of the following programs have you participated in at Aurora Cultural Centre?

17 responses



Appendix

J. PATRONS' SPENDING

Did you spend money in these areas while attending an Arts Educational Class or Workshop in-person? (If not attended, please scroll to the next event type)



Did you spend money in these areas while attending an Art camps and P.A. Days for children? (If not attended, please scroll to the next event type)



Appendix

K. PATRONS' QUALITATIVE ANSWERS

"I live in Aurora and like that there are cultural opportunities available without having to drive to Toronto or Newmarket or Richmond Hill. Having local events makes it easier to attend, is more economical for me (no gas for commuting nor parking) and is better for the environment since I can walk to most events."

"You need more parking for ACV and library. Town should consider building an outdoor multi-level parking lot."

"When you ask about courses and craft activities I would like to attend them but 1 they fill up almost immediately and 2 they are quite expensive."

What opportunities are you seeking as a creator?	How can ACC better support you as a creator?
To offer workshops on a regular basis.	Better social media coverage.
Interested in instructing more classes for kids and adults	more promotion of instructors talents and accomplishments
community art projects, public art projects, artist in residence opportunities,	gathering information about local artist opportunities, networking with other artists
Everything runs very smoothly	Continue to support Ontario artists
Exhibition, teaching	More collaborations
Do more in depth exhibitions, I was involved with culture days and would love to be more involved as an artist / curator in the future.	cover more of exhibition expenses, not only artist fees
Exhibition opportunities and more partnerships with other galleries.	pay higher artist fees
Attending Art Exhibitions within the gallery.	Continue to market exhibitions to a broad audience even outside of Aurora
Exhibitions	More shows, less hassle in applying
public art making - painting, murals, sculpture, photography	When people show up to the class sick, they should be asked to leave.
More Exhibitions	Offer learning opportunities not just from local artists. Continue classes through Aurora Senior Centre with Judy Sherman
More shows in the center to participate in	Have more exhibits
Gallery shows, studio space	FACILLITATE COLLABORATION WITH CROSS MEDIA CREATORS
Enter visual art related projects	Hire me :)
Gallery space	everything has been great so far! ACC are great at accommodating production needs and booking KITS performances
COLLABORATION WITH CROSS MEDIA CREATORS	Connecting to an adult audience as well.
Concerts (all ages) or workshops/performances with children/students	
Longer touring runs to remote communities	
More of exactly what we are doing - performing for students in with the amazing professional set up and admin support the Aurora Centre provides.	