2021 - 2022 Budget Presentation

Aurora Town Council
November 21, 2020

Agenda

- Aurora Cultural Centre profile
- 2020 Year in Review
- 2020 KPIs
- 2021-2022 Projection

Aurora Cultural Centre

Mission, Vision & Core Values

Vision

Strengthening the **social fabric** of our community through the transformative power of the 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 their cultural objectives.

The Aurora Cultural Centre has **three primary core values** that guide decision-making. They are...

Excellence + Collaboration + Accountability

Programming

- Family Events
- Art Galleries
- Community Events
- Community Rentals
- Music and Theatre Events
- Educational Arts Programs
- Programs for All Ages
- Volunteer Opportunities

2020 Programming

Q1 2020

Gallery Exhibitions

Society of York Region Artists: Curious Minds
November 9, 2019 – January 25, 2020

Mayor's Celebration of Youth Arts 2020
An annual celebration of youth arts, February 29, 2020
February 1 – 29, 2020

Q1 2020

Performing Arts

January 24 • John Sheard Presents The Beatles Songbook • Signature Series

February 8 • Infinitus: From Handel to Hip-Hop • Kaleidoscope Family Series

February 21 • Janina Fialkowska, piano • Great Artist Music Series

March 6 • QW4RTZ a cappella • RBC Emerging Artist Series

John Sheard Presents
The Beatles Songbook

Infinitus | From Handel to Hip-Hop

Janina Fialkowska, piano

QW4RTZ a cappella

Q1 2020

Education Program

- 3 Classes Children and Teens aged 4-15
- 1 PA Day program
- 9 Classes for Adults
- Open Studio for the term

Kaleidoscope in the Schools
Infinitus | From Handel to Hip-Hop
February 4-8, 2020

Q2 2020

Virtual Social Media Projects

#ArtsAtHomeAurora

Number of Instagram Story Hashtagged Posts	403
Number of Instagram followers	1715

Where Are They Now
10th Anniversary Gallery Retrospective
10 Artists honoured
215 virtual engagements

Q2-Q3 2020

Virtual Gallery Exhibitions

Art Bytes

Beyond the Walls: Uxbridge Artist Collective
June 15 – September 26, 2020

Q2 2020

Virtual Education Programs

Virtual Summer Camps

Q3 2020

Performing Arts

September 26 • Tribal Vision Dance • Free Community Event, Kaleidoscope Family Series

CULTURE DAYS

Q4 2020

Virtual Gallery Exhibition

flight 2

October 17, 2020 – January 23, 2021

An exhibition of drawings by Grazyna Tonkiel and sculpture by Gordon Becker
Curated by Clare Bolton

Q4 2020

Performing Arts Programs

October 3 • Royal Wood Live In-Concert • Live and live stream • Signature Series

November 29 • The Bombadils • Live Stream • RBC Emerging Artist Series

Early December • Holiday concert event • Live Stream • Signature Series (To Be Confirmed)

Royal Wood

Q4 2020

Education Programs

- 3 Classes Children and Teens aged 4-15
- 16 Classes for Adults
- 1 PA Day program

Volunteers

Town of Aurora Volunteer Recognition Awards

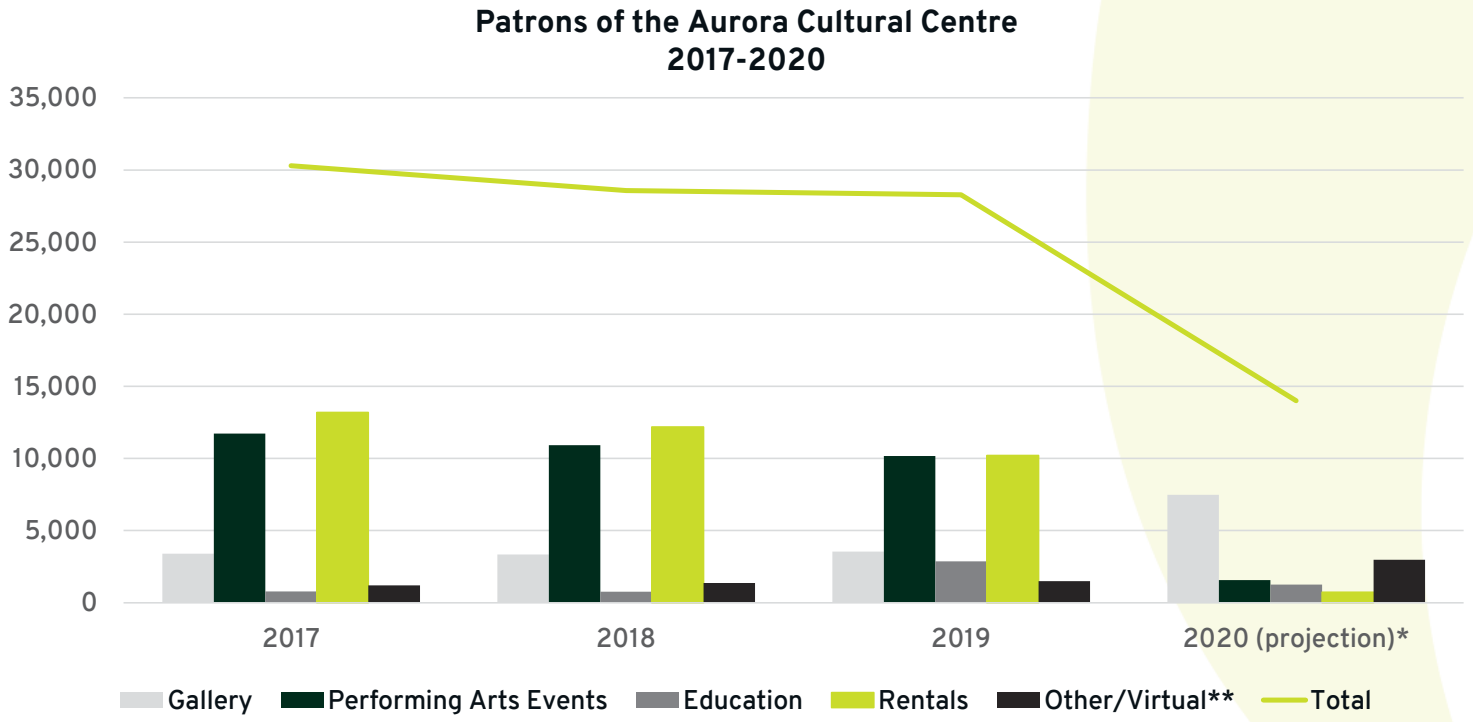
Name	Years of Service
Dee D'Arrigo	10
Leonard D'Arrigo	10
Heidi Franken	10
Bonnie Kraft	10
Robert Layton	10
Craig Mather	10
Doug Zack	10
Linda Zack	10
Eric Acker	5
Karin Allen	5
Edy Brash	5
Anthony Garramone	5
Dianne McKnight	5
Caitlin McNama	5
Frank Pulumbarit	5

2020 Statistics

2020	Q1	Q2	Q3	Q4 (projection)
Educational Programs	19	0	17	20
Volunteer hours donated	747	336	229	250
Art Exhibitions	2	1 (online)	1 (online)	1 (online)
Gallery Events and receptions (including virtual Art Bytes)	3	10 (online)	12 (online)	17 (online)
Artists Exhibited	98	26	20	2
Gallery Tours	1	0	0	0
Performing Arts Events	4	0	1	3
Free Community Events	1	1 (online) Canada Day	2 (live and online)	1 (online)
Public Meeting	1	1 (online)	1 (online)	1 (online)
Visitors	4212	0	0	0
#ArtsAtHomeAurora*		2154	132	
Where Are They Now engagements*		170	45	

*Q2 and Q3 only

2020 Community Participation



*includes in-person and virtual engagements by program

**Virtual includes social media campaigns not tied to a particular program

2020 Community Participation

	Gallery	Performing Arts Events	Educational	Rentals	Other	Social Media Programming*	Total
In person engagements	890	1,273	1,115	728	263	0	4,269
Virtual engagements**	6,589	300	136	0	0	2,705	9,730
	7,479	1,573	1,251	728	263	2,705	13,999

*#ArtsAtHomeAurora, Community partnerships

**Virtual engagements are counted when a patron does something active (take an online class, participate in an event) to access programming.

As the building closed March 13, 2020, here are comparable in person engagements from 2019

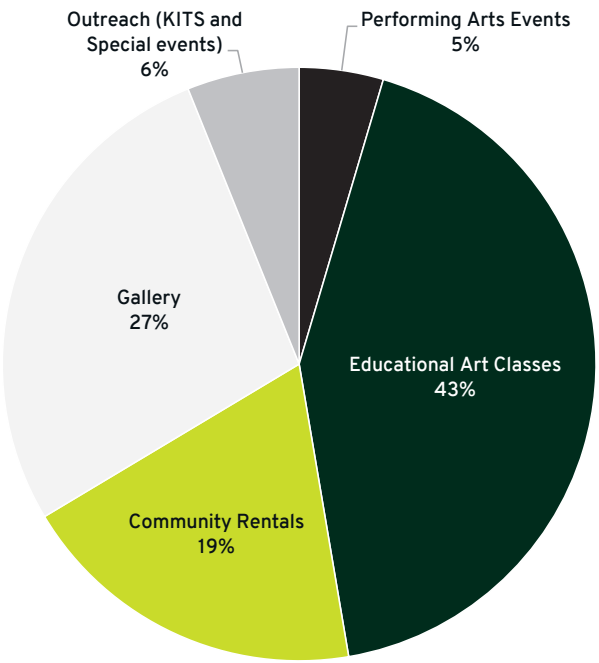
	Gallery	Performing Arts Events	Educational	Rentals	Other	Total
2019 Q1	1,205	2,566	199	1,260	348	5,578

Program Revenues

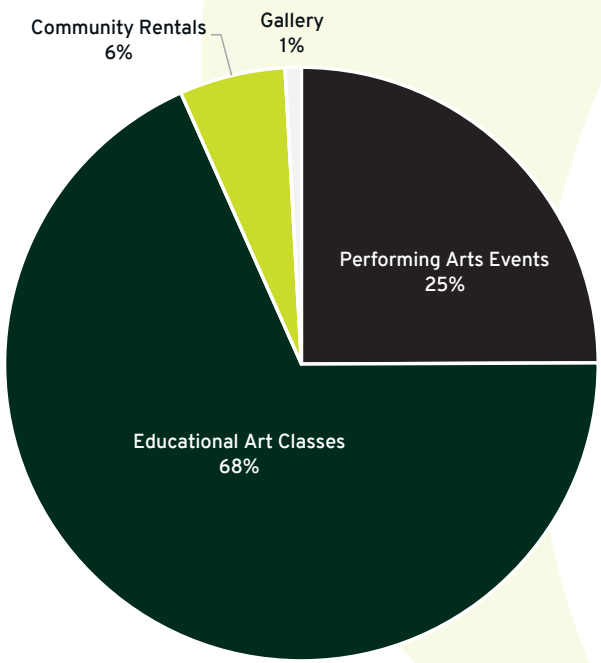
Program Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Original Budget	2020 'Impact of Library Square move' budget	2020 'Impact of COVID' budget
Facility Rentals	$48,272	$52,250	$59,400	$34,485	$35,000	$6,800	$3,350
Performing Arts	39,098	47,666	42,530	42,273	52,000	47,000	14,464
Class Registration	82,686	104,536	109,357	104,183	108,272	102,270	39,677
Gallery Revenue	9,434	5,768	8,882	13,245	13,000	5,000	512
	$179,490	$210,220	$220,169	$194,186	$ 208,272	$161,070	$58,003

Program Statistics

Types of Activation

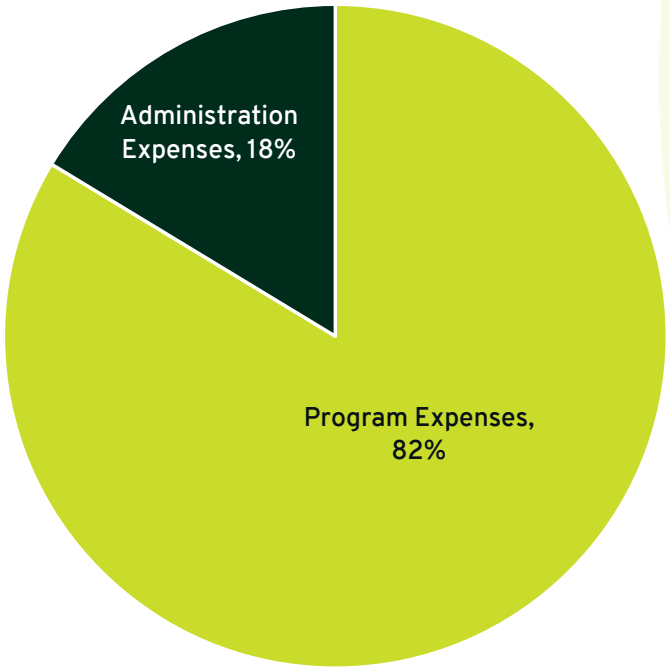


Direct Revenue



Program and Administrative Expenses

2020 Expense Breakdown



Community Investment Through Town Grant

	2010 Actual	2020 Projection to Year End
Town of Aurora Operating Grant	$340,000	$482,661
Total Revenue	$382,496	$869,997
% of total revenue	**89%**	**55%**
Centre's total Earned Revenue	$38,698	$204,564
Earned Revenue as a % of Town Grant	**11%**	**42%**
Town Grant to Total Budget ($)		
Base Grant	$340,000	$482,661
Total Budget	$382,496	$844,437
Town Grant as a % of Total Budget	**89%**	**57%**

COVID Impact

2020 year earned revenue was subsidized by Federal Emergency Support in the amount of $182,772.
With this amount, the total earned revenue would be $387,336.

Earned Revenue as a % of Town Grant	**80%**

2020 Financial Summary

2020 Operating Budget	2020 Original Budget (approved Oct 2019)	2020 Budget with Library Square Impact (approved March 2020)	% of Total Budget	2020 Year End Projection	% of Total Budget
REVENUE					
Town of Aurora Operating Grant	$482,661	$482,661	47%	$482,661	57%
Town of Aurora KITS Grant**	50,000	50,000	5%	0	0%
Town of Aurora Library Square impact**	0	80,810	8%	0	0%
Fundraising: Grants, Donations and Sponsorships	255,960	232,259	23%	133,858	16%
Federal Emergency Support Funding	0	0	0%	182,772	22%
Programs	226,272	184,070	18%	70,706	8%
Total Income	$1,014,893	$1,029,800	100%	$869,997	103%
EXPENSES					
Salaries and benefits	$646,563	$629,985	61%	$564,057	67%
Programs	280,341	289,461	28%	182,097	22%
Professional fees	32,000	43,000	4%	39,000	5%
Fundraising	4,000	5,385	1%	3,279	0%
OTHER (Office, phone, equip lease, bank, insurance etc.)	51,989	61,969	6%	56,004	7%
Total Expense	$1,014,893	$1,029,800	100%	$844,437	100%
Excess/-Deficiency of Revenues over Expenditures	$0	$0	0%	$25,560	-3%

*Deferred to 2021

**Covered by other revenue sources

Library Square Financial Impact

	Change in budget due to Library Square project (March 2020)	Projection to Year-End	Notes
INCOME LOSS			
Student Employment Grants	($3,000)	($3,000)	Loss of space = 1 less student
Facility Rentals	(28,200)	(28,200)	Loss of space = lower revenue
Registration Fees for classes	(6,002)	(6,002)	Loss of space = fewer classes
Gallery Art Sales	(4,000)	(4,000)	Loss of exhibits, relocation affecting sales
Total Income loss*	**($41,202)**	**($41,202)**	
ADDITIONAL EXPENSES			
Salaries and Benefits	($9,929)	($9,929)	Loss of space = 1 less student
Technical Assistance	7,762	4,996	Additional tech labour required to be offsite
Commissions - Gallery Art Sales	(2,400)	(2,400)	Loss of space = lower cost because tied to art sales revenue
Venue Rental	25,980	3,870	
Marketing Expenses	11,724	3,000	On the move logo, ads for the move, videos for two venue activations
Program Supplies		1,597	Storage cost for technical equipment: Stargate Sound & Light Inc.
Piano-tuning, moving, etc.	1,130	2,712	Piano moving
Telephone	2,391	2,391	Cost to move Bell telephone service from 22 Church to Town Hall
Legal Costs	3,000	3,000	Contract review for governance model changes
Total Additional Expenses	**$39,658**	**$9,236**	
Contribution Required from Library Square Operating Budget	**($80,860)**	**($50,438)**	**Covered by other revenue sources in 2020**

*Revenue loss from COVID not included

Kaleidoscope in the Schools Final Report 2019-2020

	Planned	Delivered	Variance due to pandemic closure
Students attending performances	3599	2530	1069
Students in workshops	567	447	120
Teachers	180	129	51

Kaleidoscope in the Schools 2020 Program Budget

		Budget	Projection with KITS performance shifts to Winter	Notes
REVENUES				
	Individual & Corporate gifts	$51,500	$2,500	
	Town of Aurora	50,000	-	Deferred to 2021
	Trillium Foundation	30,000	30,000	SEED grant
Total Revenues		**$131,500**	**$32,500**	
EXPENSES				
Program costs				
	Artist performance & breakout session Fees	$29,945	$8,607	Infinitus only
	Educators Workshops	6,000	10,000	Delivery to in person and virtual teaching staff
	Study guides	5,000	5,000	
	Transportation	6,000	-	
	Accommodation	10,416	1,653	Infinitus only
	Hospitality/per diem	1,600	-	
	Technical and Programming support	800	500	
	Feedback materials and reports (Hill Strategies)	5,000	6,000	
Administration				
	Staff*	66,630	37,469	
	Vulnerable Sector Checks			
	Misc marketing/FOH	109		
Total Expenses		**$131,500**	**$69,229**	
Surplus/Deficit		-	($36,729)	Covered by other revenue sources

*Staff resources are Education Manager and Events Programmer.

Additional KPIs

- Customer Satisfaction with Program Mix
- Customer Satisfaction with Quality Level
- Customer Satisfaction with Overall Governance
- Customer Recognition and Awareness of Centre
- Programming Hours per Capita
- Town Grant per Capita
- Number of Partnerships
- Volunteer Hours as a % of Total Hours to Operate the Centre Annually

2021 - 2022

Budget

Objectives

- Deliver programming that adapts to COVID-19 realities within resources
- Develop a plan that continues to bring new people to the Centre virtually and builds an audience

2021-2022 Operating Budgets

	2021 Budget	% of Total Budget	2022 Budget	% of Total Budget
REVENUE				
Town of Aurora Operating Grant	$501,669	43%	$523,111	46%
Town of Aurora KITS Grant**	50,000	4%	50,000	4%
Town of Aurora Library Square**	151,102	13%	118,500	10%
Fundraising: Grants, Donations and Sponsorships	354,129	31%	300,000	26%
Programs	104,627	9%	151,000	13%
Total Income	**$1,161,527**	**100%**	**$1,142,611**	**100%**
EXPENSES				
Salaries and benefits	$676,712	58%	$697,298	61%
Programs	396,132	34%	347,554	30%
Professional fees	34,000	3%	35,000	3%
Fundraising	5,334	0%	5,404	0%
OTHER (Office, phone, equip lease, bank, insurance etc.)	46,883	4%	56,395	5%
Total Expense	**$1,159,061**	**100%**	**$1,141,651**	**100%**
Excess/-Deficiency of Revenues over Expenditures	$2,466		$960	

*2021 amount is a deferral from 2020. 2022 amount is TBD depending on delivery expectations and growth

**Assumes Town Hall program room is not available in 2021

The Aurora Cultural Centre gratefully acknowledges the support of

AURORA

Thank you for your continued support!