



**Budget Committee
Meeting Agenda**

**2019 Operating Budget
Review**

Monday, February 25, 2019

7 p.m.

Council Chambers

Aurora Town Hall



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Budget Committee
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Meeting Agenda**

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1. Approval of the Agenda

Recommended:

That the agenda as circulated by Legislative Services be approved.

2. Declarations of Pecuniary Interest and General Nature Thereof

3. Delegations

4. Public Consultation – Open Session – Opportunity for Members of the Public to Provide Input Regarding the 2019 Budget

5. Consideration of Items

- 1. Aurora Historical Society Board 2019 Operating Grant
Presentation by Erika Baird, Executive Director/Curator, and John Green,
President**

Recommended:

1. That the presentation and the business plan from the Aurora Historical Society Board be received; and
2. That the request for 2019 operating grant to the Aurora Historical Society Board in the amount of \$76,000 be received; and
3. That the request for one-time funding assistance for the storage of the Godfrey Collection, to be provided to the Aurora Historical Society Board in the amount of \$3,500 be received.

2. Aurora Cultural Centre Board 2019 Operating Grant
Presentation by Karen Johnston, Secretary of the Board of Directors,
and Suzanne Haines, Executive Director, Aurora Cultural Centre

Recommended:

1. That the presentation and the business plan from the Aurora Cultural Centre Board be received; and
2. That the request for one-time grant to the Aurora Cultural Centre Board in the amount of \$100,000 for the Kaleidoscope in the Schools program, be received; and
3. That the request for the 2019 operating grant to the Aurora Cultural Centre Board in the amount of \$30,400 for base funding increases be received.

3. Aurora Public Library Board 2019 Operating Grant (Binder Tab 13)
Presentation by Tom Connor, Chair of the Board of Directors, and Bruce Gorman, Chief Executive Officer, Aurora Public Library

Recommended:

1. That the presentation and business plan from the Aurora Public Library Board be received; and
2. That the request for 2019 operating grant to the Aurora Public Library Board in the amount of \$3,843,100 be received.

4. Central York Fire Services 2019 Operating Grant (Binder Tab 12)
Presentation by Fire Chief Ian Laing

Recommended:

1. That the presentation by the Central York Fire Services be received; and
2. That the 2019 operating grant to the Central York Fire Services in the amount of \$11,188,100 be approved.

5. 2019 Operating Budget – Departmental Business Plans (Time permitting)
Presentations by Department

Note: This is a continuation of department presentations from the Budget Committee Meeting of February 21, 2019.

(a) Planning and Development Services (Binder Tab 9)
Lawrence Kuk, Acting Director of Planning and Development Services

(b) Corporate Revenues and Expenses (Binder Tab 11)
Jason Gaertner, Acting Director of Financial Services – Treasurer

(c) Water & Sewer Budget (Binder Tab 14)
Al Downey, Director of Operational Services
Jason Gaertner, Acting Director of Financial Services – Treasurer

6. Adjournment



AURORA HISTORICAL SOCIETY

Annual Report To the Town of Aurora For the Year 2018



Owner and Operator of Hillary House National Historic Site

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EXECUTIVE SUMMARY

The Aurora Historical Society (AHS) is requesting a total of \$79,500 from the Town of Aurora towards the annual operating budget and the storage of the historically significant Godfrey collection.

What does \$79,500 buy the Town? In 2019 these funds will allow us to:

- Plan and implement 75 programs and special events
- Host 4 historical exhibitions
- Communicate with over 300 AHS Members
- Provide 3900 hours in volunteer opportunities
- Accession 100 artifacts
- Welcome 2500 visitors into Hillary House
- Reach 2000 community members through Outreach Programs
- Begin work identified in our new Strategic Plan, including much needed conservation work to Hillary House totaling over \$170,000

This funding is essential to the annual operations of the Aurora Historical Society and aids in fulfilling our Mission Statement and serving the community of Aurora.

1 OUR MISSION STATEMENT

Founded in Aurora's centennial year, 1963, the AHS is a not-for-profit corporation and a registered Canadian charity. The mission statement of the AHS is:

To preserve, interpret, and promote the social, cultural, and material heritage of the community of Aurora for the education, enrichment, and enjoyment of present and future generations.

2 REQUEST FOR SUPPORT

The Aurora Historical Society requests that the Town of Aurora continue to support the general operating budget of the AHS in the amount of **\$76,000 for the year 2019**. This reflects the recommended 2.5% cost of living increase. **This will represent approximately 45% of our projected 2019 operating budget.**

This support will assist in AHS in fulfilling its mission in the following areas:

- Maintenance, repairs, and restoration of Hillary House National Historic Site
- Design and delivery of Heritage Exhibitions
- Educational outreach to children, seniors, and English as a second language students
- Special Events and Community Programs
- Staff Salaries
- Administration, Utilities, Insurance
- Marketing and Publicity

The funds supplied by the Town are supplemented by funds from many other sources and the efforts of many volunteers contributes enormous value to the workings of AHS.

2.1 THE GODFREY COLLECTION

A major asset owned by the AHS is the **Godfrey Collection** donated by Dr. Charles Godfrey. It is a research collection that consists of approximately 2000 early Canadian history and medical texts. The AHS has since been working have the collection on display and available for research use. Currently a section of the collection is on display at Hillary House, the remainder is stored in an off-site storage facility, which AHS pays for.



*The Godfrey Collection on display
in Hillary House Exhibit Room*

The AHS requests that the Town of Aurora assist by covering this cost for 2019, at a total of \$3,500, in addition to the annual grant. The AHS is currently working on a more sustainable long-term plan for this collection.

Therefore the AHS is requesting a total of \$79,500 from the Town of Aurora towards the operating budget, and towards storage costs for the historically significant Godfrey Collection.

3 BACKGROUND

Efforts to organize a historical society and a museum in Aurora go back to **1854** when a plan of village lots showed a proposed site for an **“Academy and Museum.”**

In the early years of the 20th Century, **Mayor J.M. Walton** began collecting artifacts and archival materials, storing them in his home on Wellington Street East. **The Walton Collection** was later purchased jointly by the Town and the AHS and remains part of the “Aurora Collection,” housed at 22 Church Street today.

In **1968**, the Town granted the AHS **storage and office space in the former Aurora Municipal Building** on Yonge Street.

In **1973**, the first **Aurora Museum**, operated jointly by the Town and the AHS, opened in the old Waterworks Building, where Park Place Manor stands today.

In **1981**, the Aurora Museum moved to the second floor of the **Church Street School**, operated jointly by the Town and the AHS. Also in 1981, the AHS purchased **Hillary House National Historic Site** in order to preserve it from demolition, restore it, and eventually operate it as **an adjunct to the Aurora Museum, offering period rooms, spacious grounds, and a vision of domestic life which is difficult to achieve in a gallery setting of glass cases and displays.** In honour of substantial contributions by the Koffler family, founders of Shoppers Drug Mart, and by the Hillary family whose ancestors were medical doctors who practiced there, Hillary House National Historic Site also became a museum of medicine. The Hillary family generously donated the site's original furnishings and medical instruments.

In **2013**, the AHS **turned over ownership of the “Aurora Collection” of artifacts and archival materials to the Town of Aurora** as the costs and complexities of operating the Aurora Museum outgrew the capacity of a not-for-profit organization. This followed a similar pattern elsewhere, including Newmarket, Richmond Hill, King, Whitchurch-Stouffville, Markham, and Georgina where community museums are now funded and run directly by municipal governments. This followed a contribution by the AHS in excess of \$400,000 toward the renovation of the Church Street School where the Aurora Collection is still housed.

The AHS continues to own and operate Hillary House National Historic Site

4 The Towns Financial Support allows for the continued operation and preservation of an important part of local and national heritage

Hillary House is a place where Aurorans, and all Canadians, can gain insights into their community's and country's past. **It continues to provide possibilities for education and enrichment that are different from, but also complementary to, those of the renewed Aurora Museum & Archives.**

Its prominent location at 15372 Yonge Street means that it has become **an important symbol and a source of pride for all Aurorans.** Its symbolic importance is shown by the fact that it often appears in Town of Aurora and commercial publications. Hillary House was shown in the “Where to Buy Now” section of *Money Sense* magazine, promoting Aurora as a good place to live. **In 2018 it was the number one “Thing to Do” in Aurora according to reviews on TripAdvisor.com.**

Hillary House National Historic Site includes appropriately **two acres of park-like grounds directly on Yonge Street**, with a possible future connection to Fleury Park to the west. Its significance has been recognized by the Town of Aurora Cultural Master Plan and the Aurora Promenade Plan.

Hillary House has been designated by the National Historic Sites Board of Canada as one of our country's best examples of Gothic Revival architecture. While we have benefited from federal grants for special projects **the Government of Canada does not provide long-term stable funding for its National Historic Sites.**

Since acquiring Hillary House National Historic Site, the **AHS has spent over \$680,000 on restoration and capital improvements**, in addition to regular expenditures on maintenance, utilities, security, insurance, staff, and programming.

Examples of comparable National Historic Sites which are funded and operated directly by municipalities, with or with-out the partnership of a not-for-profit group include:

- The Bell Homestead (Brantford)
- Billy Bishop Home and Museum (Owen Sound)
- Castle Kilbride (Wilmot)
- Maison François Bâby House (Windsor)
- Glanmore (Belleville)
- Schneider Haus (Region of Waterloo)
- Matheson House (Perth)
- Leacock Museum (Orillia)

5 2018 BOARD OF DIRECTORS AND STAFF

Board of Directors

John McIntyre, Past President
Bill Albino, President
John Green, Vice President
Len Bulmer, Treasurer
Bob McRoberts, Secretary
Claire D'Aurore
Wendy Browne
Martin Watson
Dr. John Bare
Peter Styrmo
Ronen Grunberg
Brian Porter

Staff

Erika (Mazanik) Baird, Executive Director/Curator
Mary Beth Hess, Membership and Administrative Coordinator
Leigha Cooney, Education, Outreach, and Programming Officer

Summer Staff

Shanee Labinego, Summer Student
Andrew Taylor, Collections Intern

5.1 2019 BOARD OF DIRECTORS AND STAFF

Board of Directors

Staff

Bill Albino, Past President
John Green, President
Peter Styrmo, Vice President
Len Bulmer, Treasurer
Brian Porter, Fundraising Chair
Patricia Wallace, Hillary House Ball Chair
Ronen Grunberg
Neil Asselin
Geoffrey Dawe
James Hoyes
Anna Kroepelin
Martin Watson

Erika Baird, Executive Director/Curator
Mary Beth Hess, Membership and Administrative Coordinator
Leigha Cooney, Education, Outreach, and Programming Officer

6 HIGHLIGHTS FROM 2018

6.1 New Strategic Plan

2018 saw the introduction of a new five-year Strategic Plan. The purpose of the Strategic Plan is to describe the Board's objectives, representing AHS and its members, for the upcoming five years and the plans and policies that will enable their achievement. AHS has enjoyed much success in recent years, exhibited by stable membership, solid governance, capable staff, strong relationships with key partners, and well received programming.

Copies of the plan have been distributed to the AHS membership and are available to all upon request.

6.2 Staffing

AHS staffing has remained strong through 2018, with one full-time staff, and two part-time staff, in addition to summer staff.

Executive Director/Curator: In October 2018 the position of Executive Director/Curator was created and replaced the position of Curator/Communications and Development Coordinator. This position allows for a more stable staffing structure with enhanced supervision. In 2018 three curated exhibitions were hosted at Hillary House, *Art at the Manor 2017*, *WWI: Canada, Star of the Empire*, and *Art of the Manor*, featuring art from the Hillary Collection.

Administration and Membership Coordinator: In a part-time capacity this position is responsible for membership management and communications, financial support, Gift Shop, and administrative support for the Aurora Historical Society and remains a key part of the team going into 2018.

Education, Community Programming, and Outreach Officer: In a part-time capacity, this position is responsible for the development, promotion, and implementation of educational and public programs, including the highly successful AHS Speaker Series, which will continue in 2019.

Additionally AHS hired a summer student in 2018, funded by the Federal Government's Canada Summer Jobs program who assisted throughout the summer with special events, programs, exhibitions, and collections management.

In 2018 AHS also welcomed a Collections Intern from the Museum and Gallery Studies program at Georgian College. This student worked with the Curator to catalogue the collection, focusing on the books on display in the Hillary House Study.

6.3 Volunteers

The AHS Board of Directors remained strong in 2018 with a very capable and committed groups of Aurorans providing strategic and practical leadership to the organization.

Volunteers have logged 3,837 hours in 2018. This equates over two full-time employees, and represents \$69,000, reflecting a deep commitment for heritage in Aurora.

6.4 Funding Achievements

Application for the Museum Assistance Program for Collections Management submitted in November 2016, was successful and funding received in May 2017, with the funding period ending in May 2018. This allowed AHS to update collections management by purchasing Past Perfect Software, a leading software amongst museums in North America. Staff and volunteers worked throughout the year to document and photograph all artifacts in Hillary House. This is an on-going project that will continue into 2019.

In 2018 AHS also received the Community Museum Operating Grant (CMOG) from the Province of Ontario. Each year a different set of museum standards must be met, AHS has been successful in receiving this funding since 2010.

AHS was once again successful in applying for Canada Summer Jobs funding through the Government of Canada. This allowed AHS to hire a college student for the summer season.

6.5 Local Partnership Achievements

The AHS continued its partnerships with several community organization including the Aurora Museum & Archives, Aurora Rotary Club, Aurora Sports Hall of Fame, Aurora Garden and Horticultural Society, Aurora Community Arboretum, Aurora Chamber of Commerce, Queen's York Rangers 2799 Army Cadet Corps, Newmarket Historical Society, and the Aurora Cultural Roundtable which includes the Aurora Public Library, Aurora Farmer's Market and Artisan Fair, the Aurora Cultural Centre, and Theatre Aurora.

Most notable partnership activities hosted in 2018 include the *A Reflection on Armistice: 100 Years Later* event hosted with the Aurora Museum & Archives and Aurora Cultural Centre, the Remembrance Day Candlelight Vigil with the Aurora Museum & Archives and Queen's York Rangers 2799 Cadet Corps, and the Newcomer Walking Tours with the Aurora Public Library.

6.6 Fundraising and Donation Achievements

We had a successful year, projecting raising \$61,800 in 2018. This includes the sold-out Hillary House Ball, Scotch Tasting, and Mother's Day Tea. These results reflect the efforts of our highly engaged Hillary House Ball Committee and the support of countless volunteer hours.

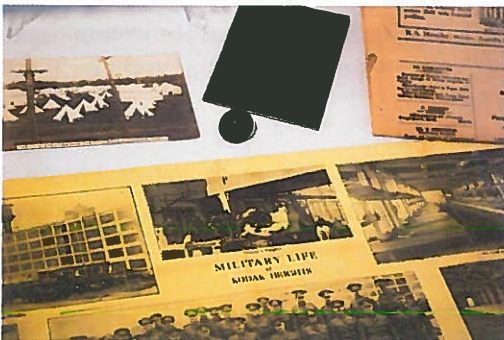


*Hillary House Victory Ball, 2018.
Photo courtesy of Richard L. Hess*

6.7 Financial Management

It is projected that in 2018 the organization had an operational surplus of about \$6, 836. This compares to a slight deficit of \$1,758 in 2017.

6.8 Exhibits



WWI: Canada, Star of the Empire

AHS ran three exhibits in 2018. The year began with *Art at the Manor 2017*, hosted with the Aurora Studio Tour. It was followed by the final of the World War One exhibition trilogy, *WWI: Canada, Star of the Empire*. This exhibit centered on Canadian success at the Battle of Vimy Ridge in April 1917. It was an emotional display, focusing on Canada's efforts in the final one hundred days of the war, the signing of the Armistice, and the aftermath in Aurora and beyond. Finally the year ended with *Art of the Manor*, which featured art from the Hillary Collection, including pieces created by the Hillary family.

Exhibits are a vital part of our mission. We have a very ambitious plan taking shape for 2019, including a travelling exhibit in partnership with the Aurora Museum & Archives, and an exhibit on the history of mental health.

6.9 Public Programming

3486 people were reached in person by AHS in 2018 through the wide array of exhibitions, outreach, and program activities. We were active in visibility and outreach by attending the Aurora Home Show and worked hard to elevate our presence in the community. We also increased our open hours at Hillary House, with tours available for drop-in tours on Sundays for the first time in many years.

Our exhibits, described above, brought in large, appreciative crowds. We participated in Doors Open Aurora, Culture Days, Santa Under the Stars Parade, and numerous other community activities.

In addition, our own programs: Hillary House Speaker Series, senior programs, youth programs, and our new effort into seniors outreach brought hundreds of Aurorans into our sphere.

6.10 Educational Programming

AHS was very proud to resume summer camp at Hillary House in 2018, with the introduction of History Camp for one week in July. The camp saw children aged 6-11 participate in a variety of heritage-inspired activities, both in Hillary House and on the grounds. The camp will expand in 2019 with two weeks being offered, one in July and one in August.

Thanks to the Town of Aurora's contribution, AHS continues to offer a wide variety of curriculum based school programming. Programs include Lest We Forget "Aurora and Remembrance Day" (K-3, 6), Community Life (Grade 1), Changes in Healthcare (Grade 12) and the World Wars (Grade 10).



History Camp, Paper Making

AHS has facilitated four educational programs for St. Andrews College as part of their Community Giving Program. Several more programs have been scheduled for 2019.

In addition to school programs, AHS continues to offer on and off site programs to local Retirement Communities and Senior Homes in Aurora and Newmarket. New programs include a Tour and Craft program (On Site) and A History of Hillary House and Craft (Off Site).

Finally, AHS has revamped our existing Girl Guide and Boy Scout Programs and created several more to be run at Hillary House. In 2018 four troops visited Hillary House over the holiday season to participate in the Christmas on Yonge Street Program.

6.11 Hillary House Maintenance and Restoration



Newly renovated AHS Office

In 2017 the Board of Directors began creating a pro-active plan towards the maintenance and restoration of Hillary House. This plan was summarized in the 2018 Strategic Plan and work will take place over the next five years.

One area identified as needing attention in the Strategic Plan was the Gift Shop and Office areas. From 2010 to 2018 two staff members worked in cubicles in the Gift Shop area, while one staff member worked in the large back office. In November and December 2018 AHS Board Member, Wendy Browne, and Janet Wetton from Clarity Professional Organizing Services restructured both of these areas, creating a modern and functional workspace for three employees in

the large back office, and expanding the Gift Shop display space to the entirety of the Historic Dining Room space. This is beneficial to both the staff, as well as increases the fundraising capabilities of the Gift Shop.

6.12 Grounds and Gardens

The maintenance and improvement of the Hillary Grounds was once again lead by Landscaping Chair, Dr. John Bare, aided by Lissa Dwyer. The lawns were well cut in all directions this year. Help from Nutrilawn again this year got a handle on weeds in the lawn and the tennis court.

The Town of Aurora once again provided twelve beautiful hanging baskets. Yellow begonias were purchased at Home Depot and put in the urns surrounding the house.

Rolls of sod from New Roots were delivered. They filled in the space left by the removal of the large juniper bushes removed in late 2017. Watering ensued and the subsequent planting of the hydrangeas and the climbing hydrangea will add to the heritage atmosphere.



Andrew Taylor, watering the newly placed sod

Rental Source was again very kind enough to lend a commercial grade hedge trimmer for the bushes and hedges in the front yard. After twelve hours of work, there is now a more level area at the front of the property to see more of Hillary House going forward.

The back Arboretum area was cleared and kept cut for most of the season, and opened up the potential for more to activities on the property.

In November an award-winning Peonies garden was transplanted to the Hillary Grounds, from the estate of the late Nick Visser. Thank you to Gloria Reszler and Linda Mariconda for this initiative.

6.13 Website, Social Media, and IT

Our Information Technology continues to be strong after it was extensively updated in late 2014 and early 2015. We currently have a vastly improved infrastructure, which is giving high performance and high reliability. December 2018 saw the introduction of an improved printer, which will reduce printing costs. Thanks very much to Richard Hess for leading this large and important project.

Our website, aurorahs.com, continues to be managed fully in house. It is performing very well and enjoying a large increase in visitors. The Hillary House Ball website was also integrated into the main site for a more streamlined visitor experience in October 2016. In 2018 we had 65,000 visits from 24,000 unique visitors reading over 196,000 pages (this excludes views from robots and indexers).

We have also enjoyed greater success with Social Media in 2018, with significant increases on Facebook and Instagram. Our Facebook likes are now at 532, Twitter followers are 7573 Instagram followers are at 1090, and Pinterest at 264 (average monthly views) with a total Social Media reach of 9,459.

AHS currently has a strong, media aware, IT and digital presence.

7 PLANNED ACTIVITIES IN 2019

7.1 Staff

AHS expects to retain the current staffing complement through 2018, a full time Executive Director/Curator, a part-time Administration and Membership Coordinator, and a part-time Education, Outreach, and Programming Officer. Funding will continued to be sought for summer students through Federal funding programs, as has been done previously.

7.2 Maintenance and Restoration to Hillary House

In 2017 an Engineering Assessment of Hillary House was conducted by ERA Heritage Architects to identify all needed work and to set a work schedule for the next 5-10 years that will identify rehabilitation priorities. A few areas needing work are apparent and will be addressed, but other longer term areas need to be placed in schedule priority over the next years. These have been identified in the 2018 Strategic Plan and will begin to be implemented in 2019. This work will total over \$170,000.

In order to commence with these works the Society's Board of Directors decided in 2018 to set aside \$50,000 towards identified rehabilitation works, further, the Society will set aside 50% of any annual operating funding.

1. Regrade around the perimeter of the house
2. Repoint fieldstone
3. Repair and replace deteriorated boards in veranda
4. Repair rear Summer Kitchen
5. Repair openings at eaves in Western roof
6. Inspect and repair flashing
7. Repoint critical areas of mortar deterioration

7.4 Grounds Maintenance and Enhancement

Improvements will continue to be made throughout the property, in line with the plan drawn up by David Tomlinson, including improved flower beds around the house.

With the removal of the tree nursery in the back section of the property by the Aurora Community Arboretum in 2018, new plans will be created to better utilize this area.

7.5 Exhibitions 2019

We are currently planning three exhibitions for 2019. The first is be a travelling exhibition created by the Bruce County Cultural Centre and Museum on the history of Freemasonry. It has been brought to Aurora in a partnership between the AHS and the Aurora Museum& Archives. It is hosted in the Hillary House Ballroom and will continue until April 26, 2019.

The summer exhibit will focus on the history of mental health, which will feature the history of mental health institutions in Canada, the progression of language, and the changes in treatments. Partners for this exhibit will include the Canadian Mental Health Association- York Region, and local author Danielle Foisy.

The final exhibit for 2019 will be the eighth edition of the Art at the Manor series, featuring art created by local artists.

7.6 Community Events

With the continued success of the Speaker Series, we will continue with in 2019 with ten scheduled events covering a variety of historical topics.

With so many successful collaborative events and programs in 2018 we will continue to do more joint community programming in 2019 and to date have had conversations with the Aurora Cultural Centre, Aurora Museum and Archives, and the Aurora Public Library.

7.7 Family and Children's Programs

AHS will continue with Doors Open, Cultures Days, and Holiday events such as Christmas and Canada Day. In 2019 two weeks of summer camp have been scheduled in July and August, and one week in March for a March Break Camp.

7.8 Major Long-Term Projects

The AHS is planning major projects over the next five years including:

1. Parking: AHS will be approaching the Town of Aurora again to acquire and/or acquire permanent access to part of the Town Depot that adjoins the Hillary House property at the west border. This yard has been phased out, and its location makes it ideal as a place to accommodate visitors to Hillary House. This would be an enormous boost to our accessibility and ability to accommodate larger parties, school groups, tourist groups, and seniors groups. **Our main concern at this time is safety, with Yonge Street traffic increasing each year, access to and from the Hillary House driveway is becoming increasingly hazardous to staff, volunteers, and visitors.**

2. The Horton Place Coach House: The 1876 Coach House located at the rear of Horton Place was scheduled for demolition/removal. We established an agreement with the current owner about relocating it to the Hillary property. It would have numerous uses, including collections storage, programming, and exhibitions. It is the last remaining horse and buggy Coach House in Aurora. It is in original condition and is a classic form. There are several challenges with the project - financial, practical, zoning etc. It is currently in disassembled state on the Hillary property.

3. The Petch House: The historic Petch House is currently not being used. The AHS suggests entering into discussions with the Town regarding potential uses for the Petch House, including the possibility that it be relocated to the Hillary property where it would be integrated into tours of Hillary House and the grounds, as well as be used for events, programming, and exhibits. It would be a valuable asset for the Town's vision of the Cultural Promenade.

8 PERFORMANCE MEASURES

Performance Measure/Metric	2016	2017	2018	2019 Projected
Exhibitions	5	5	3	4
Collections: Accessioned/Cataloged Artifacts and Archival Materials*	444	172	209	100
Revenue from Fundraising Events/Donations	\$49,189	\$69,000	\$62,000	\$63,000
Grants Awarded	5	6	4	4
Grant Revenue	\$125,859	\$120,000	\$101,000	\$104,000
Number of Programs and Special Events	63	70	69	75
Membership Totals	306	331	301***	320
Volunteer Totals (Hours)	3,197	3974	3837	3950
Number of Sponsors and Event Donors	74	79	94	90
Number of Individuals Reached: Admissions, Rentals, Programs, Outreach, Online	3,045 in person 8,541 online	4,075 in person 8,905 online	3,489 in person 9,459 online	3,600 in person 10,000 online

*Number of items catalogued each year is dependent on staff and volunteer availability

**This number was higher than average as AHS increased public outreach activities in honour of Canada 150, and the 100 year anniversary of the Battle of Vimy Ridge

***A number of new members joined in 2018; however, many from 2015-2016 failed to renew. They had joined largely due to the focus on the History of Tennis in 2015.

9 CONCLUSION

In conclusion the Aurora Historical Society (AHS) is requesting a total of \$79,500 from the Town of Aurora towards the annual operating budget and the storage of the historically significant Godfrey collection. This funding will allow AHS to fulfill it's Mission Statement and aid in achieving the goals identified in this report for the year 2019.



2019 Budget Presentation Executive Summary

The Aurora Cultural Centre is accountable to the Town of Aurora through its Provision of Cultural Services Agreement with the Town, signed in 2013. The agreement outlines the relationship, key performance indicators (KPIs), and transparency which the organization is required to meet in order to maintain the relationship. In 2017, the Board of Directors of the Aurora Cultural Centre completed a 2018-2021 *Inspire, Engage and Transform* Strategic Plan.

The Aurora Cultural Centre Board will make a presentation to the Town of Aurora Mayor and Council on Monday February 25th, 2019. This presentation will include highlights from the 2018 fiscal year and outline the request for funding for 2019.

2018

This past year, the Aurora Cultural Centre focused on delivery of key programs, implementation of branding initiatives, development and clarification of partnerships in the community, and re-accreditation with Imagine Canada, a National governance standards program, all as part of the first year in the strategic plan implementation.

Programs

Live Performing Arts: This past year we presented 19 professional performing arts events for all ages. These included the implementation of the new Meridian Magic Carpet Series for toddlers and their families. Brevik Hall Presents featured a variety of popular music for adults of all ages. The Great Artist Music Series presented classical music, along with a newly-instituted pre-show lecture starting in Fall 2018 related to the performance by an artist or academic and funded by individual donors in the Fortissimo fundraising campaign. Our popular Kaleidoscope Family Series featured three theatrical plays for ages five and up.

Gallery: We hosted 9 exhibitions across the four galleries with emerging and established professional artists, student art in the Mayor's Celebration of Youth Arts, and a community program show with the Society of York Region Artists (SOYRA). In 2018, we established a new relationship with SOYRA which resulted in a juried professional exhibition in January 2019, which will continue annually. Each exhibition included an artist launch and one or more 'Ways of Seeing' educational events attached to the program, for a total of 81 events tied to gallery programming. Gallery exhibitions and events are always free to the public.

Education: We programmed 69 classes, workshops and camps for 766 students from age 4 and up. We introduced full day visual art and theatrical camps in the summer to complement existing half day visual art camps. New workshops and short courses augmented the core term classes.



2019 Budget Presentation
Executive Summary

Rentals: Each year corporate and community groups rent the facility. Rentals subsidize other programming so that we are able to offer affordable educational and professional programming. This year we had 221 rental activities in 2018.

Volunteers: Volunteers form a key part of our operations with 3207 hours donated in 2018 to support administration and events. Over 27,000 hours have been donated to the Centre since 2011.

The numbers are still being finalized for the year. All KPIs will be reported in our Annual Report in June 2018. KPIs known are below:

KPI	2018 Result
# of Visitors	28577
# uses of the venue	901
Programming spending vs. total spending	81% (Projected)
Town Grant as % of Total Revenue	52% (projected)

2019

The Board of Directors has identified three core areas of focus in 2019; 1) delivery of Kaleidoscope in the Schools (KITS) program for elementary school children in Aurora (information attached), 2) ensuring current program delivery support is in place, and 3) implementation of a compensation program for staff tied to not-for-profit market pay bands.

KITS is an exciting new initiative with the potential for significant positive impacts for all Aurora students enrolled in JK-grade 4 elementary public schools in 2019-2020. Aurora Residents, Jan Oudenes and Isobel Ralston have committed \$75,000 to the project if we can match their commitment and implement the program. Timing is crucial for this project to have a successful launch as staff need to contract artists groups now to secure them for the 2019-2020 school year. We need a commitment of \$50,000 in 2019 and \$50,000 in 2020 to commit to the school boards for the 2019-2020 school year because the project spans over two fiscal periods. This can be a pilot amount in 2019 of \$100,000 or \$50,000 added to the Aurora Cultural Centre 2019 base budget. The Aurora Cultural Centre would be willing to discuss metrics of success in order to renew the pilot grant into base funding. We are asking the Town of Aurora to commit to funding this project as a priority.

The Board of Directors stated in May 2017 and November 2017 that the 2019 budget would need to address the last two objectives which impact funding to maintain current programming levels. The Board has determined that it is of primary importance to treat the Aurora Cultural Centre staff fairly and the cost for these initiatives is \$30,400. Board President and Vice President heard a plan from the Mayor to hold the 2019 budget to a 0% increase for 2019 to enable budget review processes. If that should be the will of Council, the Board has determined



2019 Budget Presentation
Executive Summary

that with no assistance from the Town, it will look to internal sources to fund these initiatives in 2019. To accomplish this, the Board would draw from the Contingency Reserve Fund that are set aside to meet obligations should the relationship with the Town cease to exist. This is a one-time draw to give the Town of Aurora the ability to meet its budget objectives in 2019. However, this weighty structural obligation will need to be addressed in the 2020 budget cycle to ensure sustainability for the organization.

We thank the Town Staff and the Mayor and Council of the Town of Aurora for their continued support. Thank you to the Board of Directors and staff of the Aurora Cultural Centre for their hard work and dedication to bring quality arts and culture opportunities to the community.

Respectfully Submitted,

Suzanne Haines
Executive Director, Aurora Cultural Centre



Kaleidoscope in the Schools Program Proposal

The Program: Kaleidoscope in the Schools

The Aurora Cultural Centre's goal is to reach every child under the age of 10 once each year to introduce the arts delivered by professional artists, to open doors to creativity and tolerance in thinking, and to create lasting positive memories of arts experiences. We want the arts to become a normal part of growing up in our community and for children to have a voice in their school and their family life. Stemming from our professional children's theatrical, music, and movement pieces Kaleidoscope Family Series, which has been running for five years at the Aurora Cultural Centre, we plan to bring these presentations into local elementary schools.

This new initiative curates a season of five (5) live performing arts productions for Aurora public school children in grades JK-4. The schools will be able to choose the most appropriate program for their curriculum needs throughout the year. Many are available as bilingual options. Each school will have one morning production and an afternoon interactive arts activity to deepen the interaction with the theme, artistic idea or discipline. Every classroom will have activities they can do related to the performance. The fulsome journey for a child in this program is to a) have a discussion or activity in their classroom in advance of the presentation; b) to watch the presentation and participate in the Q & A as desired; c) participate in an after performance activity either with the artist or in their classroom; d) bring their learnings, excitement and passion home to speak to their parents about it and e) ideally have the family respond by joining their child in another artistic experience related to their passion. This is the moment where a child learns that they have a voice, and that their creativity, inspiration and passion is important.

To lay the foundation for this program, we will offer preparatory workshops for administrators and educators to help them deepen the impact of the artistic activity for the children. This workshop will be geared towards those educators who are generalists and may not have arts as a background but all are welcome. After the event, we will encourage feedback from educators, students and parents about the experience. By working with school boards in York Region, we will ensure that each production targets a required age group (grades JK-4) and meets specific curriculum goals.

Bringing these productions to the schools serves a number of outcomes:

- 1) It highlights positive interpersonal behaviours and demonstrates creativity and artistic practice for children to make the arts a normal part of their lives;
- 2) It supports educators in delivering Ontario arts curriculum;
- 3) It allows children of all economic backgrounds and cultures to have equitable access to the arts regardless of their home environment/situation;
- 4) Children with exceptionalities, including accessibility needs and learning disabilities, can attend the performances in the comfort of their school environment;
- 5) We mitigate the challenges of offsite activities for many schools where bus costs and logistics become major barriers;



Kaleidoscope in the Schools Program Proposal

- 6) We will reach a larger audience of children than can currently fit in our Brevik Hall performance space at the Centre; and
- 7) It allows the Aurora Cultural Centre to break out of our four walls and have a deeper impact in the community.

Elementary schools and teachers are constantly seeking out innovative and exciting methods of meeting curriculum goals. Kaleidoscope in the Schools will offer programming that is an integrative arts *and* educational experience. Funding cuts to arts programs in schools means has resulted in a void that can be filled by external organizations. The Centre feels a strong responsibility that arts experiences should be available to all children regardless of their background. These are the experiences that can shape their values, open them up to new ideas and cultures, and create more compassionate children who grow into the next generation of leaders.

Teachers and principals can rely on the quality of programming and will be able to choose the performance that best matches their needs. As the Aurora Cultural Centre has established relationships with renowned professional artists, local schools will be able to rely on our expertise in choosing and coordinating with performers and providers of arts programming. Each year will feature different performance options so that the lessons learned are not repetitive. The performances will be multi-arts based so that students are exposed to many genres. Francophone productions will also be available.

York Region District School Board and York Catholic District School Board have already committed to implementation of the program once funding is achieved.

One goal of the Aurora Cultural Centre's *Inspire, Engage & Transform 2018-2021* strategic plan is to deliver professional performing and visual arts programming while supporting community engagement, education, and community arts practice. The Kaleidoscope in the Schools initiative will allow us to develop stronger partnerships with local schools and engage with children in a new way.

Arts programs in schools help teach children to express themselves, to take risks, and to learn about other cultural traditions. Kaleidoscope in the Schools programming for Aurora schoolchildren will foster a connection to arts that is both needed and welcome within our local schools.

Examples of how the programming is tied to education curriculum

- Curriculum connections: Language arts, storytelling, oral communication, mythology, folk tales, reading, animals and habitats, care for the environment, Indigenous studies, First Nations, dance, drama, choreography and movement, music
- Character Building connections: Respect, kindness & caring, teamwork, cooperation, fairness
- Themes: Conflict/conflict resolution, survival, emotions/feelings, communication/language barriers



Kaleidoscope in the Schools Program Proposal

Measurements for Success

The program will be measured by:

- Initial interest and subscription to bring the program to the school
- Success in the presentations with the students; measured by a) how engaged the students are during the presentation, b) how lively the Q & A is, c) what the ongoing impacts are measured through teacher/administrator feedback
- The number of teachers who use the study guides in the classroom before and after the event, measured by clickable downloads from our website and teacher feedback
- Participation and feedback from the educators who engage in the workshop
- Success from the School Board's perspective which will be a documented feedback session with principal administrators within the Board
- The ability to find partners to deliver the program in full, measured through our success in fundraising

Discussions surrounding improvement and re-evaluation will be facilitated with our donors as well to ensure continued financial support.

Kaleidoscope Programming Highlight: Red Sky Performance

Red Sky Performance is a leading company of contemporary Indigenous performance in Canada and worldwide. Their mission is to create inspiring experiences of contemporary Indigenous arts and culture that transform society.

As a potential performance company for our Kaleidoscope in the Schools series, Red Sky Performance offers many productions with curriculum connections from grades 1-8 and study guides for pre- and post-show classroom activities.





Kaleidoscope in the Schools Program Proposal

An example of one of Red Sky's productions we would feature is *Mistatim*. An unforgettable story of reconciliation for children and their families, *Mistatim* is about the taming of a wild horse and the truest of friendships. Under a prairie sky, a simple wooden fence is all that separates Calvin on his ranch and Speck on her reservation. In many ways they are worlds apart, that is, until a wild horse named Mistatim turns their worlds upside down.



Curriculum Tie-ins

- Language Arts: Storytelling, Indigenous Language, Oral Communication
- Literature: Mythology, Folk Tales, Reading
- Science: Animals and Habitats, Care for the Environment
- Social Studies: Indigenous Studies, First Nations, Traditions and Celebrations
- Fine Arts: Dance, Drama, Choreography and Movement
- Indigenous Education
- Indigenous Issues

Kaleidoscope in the Schools: Fundraising Goals

With full funding, the Aurora Cultural Centre will be able to offer Kaleidoscope in the Schools to all Aurora students at no cost to the parents. This allows all students to experience the performances regardless of the family's economic situation, and increases access to professional arts within our community.

The total budget for the program is \$150,000 annually. In 2019, there are significant up-front costs to deliver the program. We have received a commitment letter for \$75,000 guaranteed from Aurora residents Jan Oudenes and Isobel Ralston to support this initiative. Working with the Town of Aurora, foundations, and corporate donations, we will raise the additional \$75,000 in stable funding required to deliver the program to the community annually.

The Aurora Cultural Centre has a very active fund development committee that continually seeks out partnerships with philanthropists and local businesses. We hope to continue to see the appetite for this program drive the philanthropic gifts to enable it to become a reality for our community.



Kaleidoscope in the Schools Program Proposal

Donor Recognition

The Aurora Cultural Centre is pleased to recognize the contribution of all of our donors, whether their gifts are for specific campaigns, or donated to our general fund. Schools have acknowledged the need to ensure funders are recognized and will work with us to find an appropriate mechanism to ensure that all funders are acknowledged, within their policies and guidelines.. The Aurora Cultural Centre has a number of methods outside the school to acknowledge and thank our sponsors and donors. The Kaleidoscope in the Schools campaign will be a community-driven effort with opportunities for acknowledgement for corporate and individual donors of varying levels.

Aurora Cultural Centre: Community Impact

The Aurora Cultural Centre is a gathering space for creative energy and expression. We believe the arts have the power to engage, inspire, and transform each and every person who experiences it. The arts spark creative thought, transforms perception, and provides a catalyst for conversation. It engages the mind and body, awakens the senses, and calms the spirit.

As the Centre continues to promote the arts through events and programming, we look to align ourselves with businesses and individuals seeking similar goals. We believe the arts make our community a better place to live. We believe downtown Aurora is a cultural destination for the community and beyond.

We welcome any support and seek like businesses interested in cultural development and revitalization. We are confident this partnership will continue us on this path.

We look forward to starting this journey with you.



About Aurora Public Library

Aurora Public Library (APL) is a modern information centre located in the heart of Aurora's downtown. APL has embraced a community-led service model, while providing our members with both traditional and virtual access to library materials relating to individual enrichment, self-education, culture and recreation. The Library has positioned itself as a community hub, a place for social interaction and creativity as well as a unique source for a variety of materials and information. The Library plays an integral part in the community by fostering early literacy for children, providing residents with the opportunity to investigate and explore new technology and engaging residents in new activities and ideas.

APL operates under the direction of a seven member Library Board appointed by the Town of Aurora Council. The Board is governed by the *Public Libraries Act* and other relevant legislation and has the authority for the full management and control of Aurora Public Library. The Board is responsible for policy development and review relating to the framework, governance and operation of the Library.

Our Values guide us as we strive to achieve our vision and fulfill our mission...

Intellectual Freedom • Literacy • Inclusiveness • Innovation •
Accountability • Service Excellence

Our Mission describes our purpose...

*Aurora Public Library builds community by sparking
connections, enriching lives and contributing vibrant spaces for
discovery.*

Our Vision speaks to our aspirations for the future...

*We are essential to the community. Our inclusive and collaborative approach
makes Aurora a better place to live. Through innovative technology, engaged
staff and evolving spaces, we transform lives by supporting literacy and
cultivating creativity, conversation and joy.*

To realize our vision the *Aurora Public Library Strategic Plan 2017-2021: Place of Possibilities* focuses on three strategies:

- Build Community
- Place of Possibilities
- Organizational Capacity

Services That We Provide

- *Community Services*
 - Welcoming and orienting new residents
 - Circulation services
 - Collection development
 - Information services
 - Programming for all ages
 - Partnerships and collaboration
 - Community outreach

- *Support Services*
 - Systems management
 - Public computing services and support
 - Technical services
 - Corporate communication and marketing services
 - Corporate leadership and support (policy, planning and management)
 - Library Board liaison and support

The Library provides a wide range of associated materials, programs and services including:

- in-depth collections in print, electronic/digital and audio visual formats
- free wireless and internet access
- programs for children, teens and adults
- a technology hub offering access to computers and tablets, one-on-one training for software and devices (tablets, eReaders, etc.), 3D printing, virtual reality
- community information
- web-based services for registration, renewals, holds and account information; website features current events and program information
- remote access to digital resources through the website
- social media outreach via Facebook, Twitter, Instagram and You Tube channel
- information and readers advisory services
- online access to authoritative databases and e-learning opportunities; streaming and download services for music and movies
- volunteer opportunities for teens and adults
- onsite universal access provided by adaptive technology

Key Objectives for 2019

The following actions support the *Aurora Public Library Strategic Plan 2017 - 2021* and the three strategies identified:

Build Community

We will build and strengthen a community-led culture with residents guiding our service delivery and user experiences.

- Institute program evaluations to better align with customer needs
- Adjust program scheduling to align with usage
- Review program budget for improved experience and program support
- Review March Break and Summer Reading Club programs
- Establish new programming partnerships
- Introduce and implement One Desk service model
- Develop French collections based on community need
- Review access policies to remove barriers
- Establish enhanced procedures for book club kit holds
- Expand LGBTQ+ partnerships

Place of Possibilities

We will provide exceptional physical and virtual spaces to meet diverse needs and expectations.

- Develop and implement plan for new creative space
- Completion of interior renovation project
- Advocate for Library Square
- Increase Library service hours
- Introduce new digitally based programs
- Develop public training workshops for the use of the creative space
- Develop collection merchandizing strategy
- Expand Lunch and Learn to social service agencies
- Explore alternate service points
- Enhance digital signage solution
- Review and update website for improved access
- Investigate and implement audiovisual solution/public address
- Undertake Growth Accommodation Study

Organizational Capacity

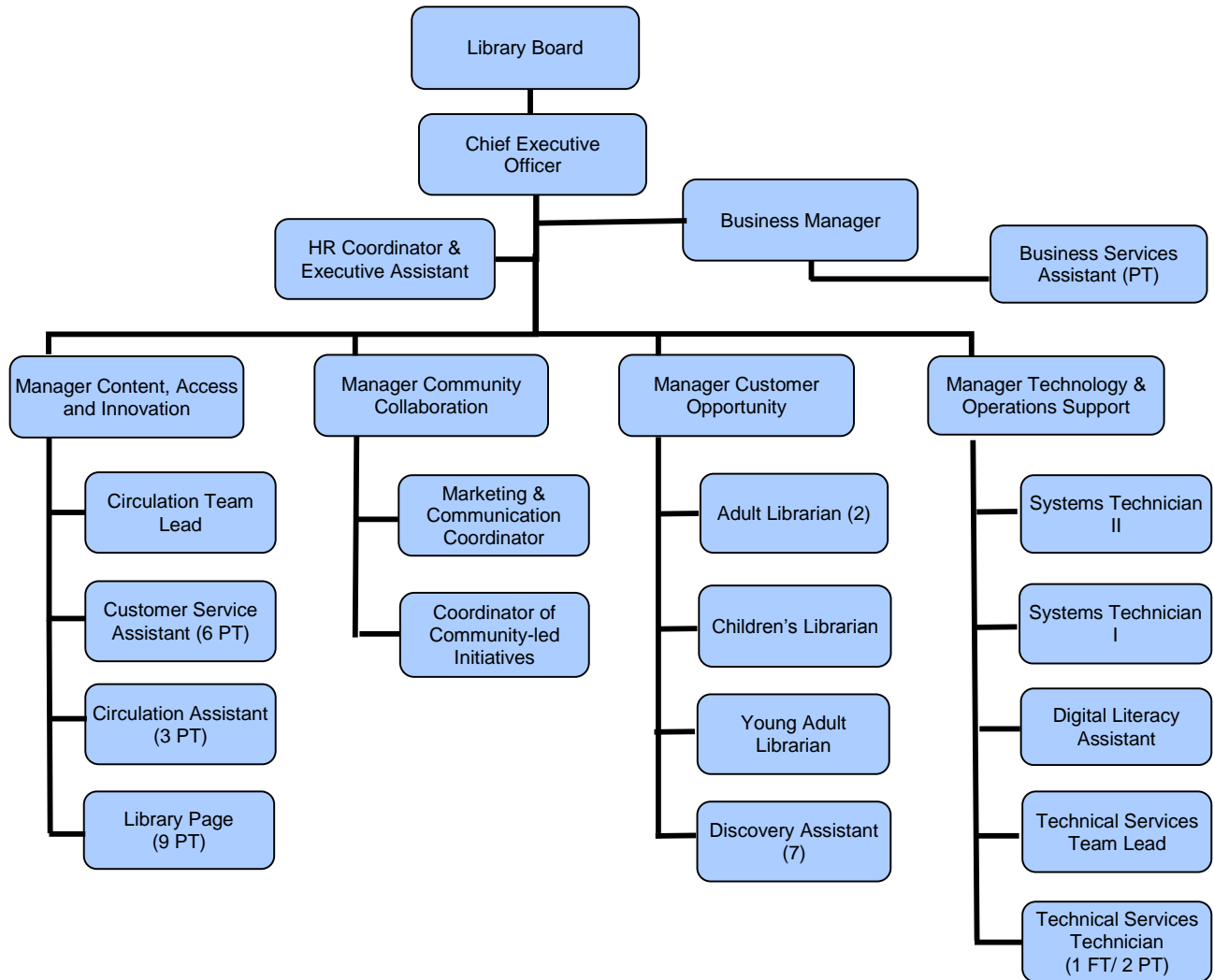
We will adapt and grow through conversations, consultation, education and engagement.

- Implement staff intranet
- Explore scheduling software
- Investigate centralized scheduling

- Review Analytics options
- Align organizational structure for service delivery
- Investigate opportunities to work with the Town
- Update Financial Plan
- Develop Board competencies and expertise
- Establish staff training plan
- Develop visual presentation: Telling Our Stories
- Work with stakeholders on Library Square



Aurora Public Library
2019 REPORTING STRUCTURE



Full Time (Equivalent) Complement

Positions (FTE)	2018 Base Complement	2019 Base Complement
Full-time	21.0	20.0
Part-time	16.5	17.9
Total Permanent	37.5	37.9

**Aurora Public Library
 Financial Summary**

	2017	2018	2019		
	Approved Budget	Approved Budget	Amended Budget	Variance	%
Personnel Costs	\$3,055,750	\$3,127,495	\$3,071,965	-\$55,530	-1.8%
Other Expenditures	<u>830,250</u>	<u>843,460</u>	<u>909,760</u>	<u>66,300</u>	7.9%
<i>Total Expenditures</i>	3,886,000	3,970,955	3,981,725	10,770	0.3%
General Revenue	118,300	127,855	138,625	10,770	8.4%
Municipal Requisition	<u>3,767,700</u>	<u>3,843,100</u>	<u>3,843,100</u>	-	0.0%
<i>Total Revenues</i>	\$3,886,000	\$3,970,955	\$3,981,725	\$10,770	0.3%

Expenditures

The Aurora Public Library 2019 Operating Budget provides enhanced service levels within the approved municipal funding allotment.

Salaries and benefits include contractual obligations and step progressions for eligible staff.

Other expenditures include increases for library materials and related technology services contracts.

Revenues

Opportunities to earn revenues are limited by the Public Libraries Act. Fees and service charges are applied where allowable.

APL assumed responsibility for booking the Magna & Lebovic Rooms in 2018 which resulted in an increased revenue source from community groups. This trend is anticipated to continue in 2019.

Accomplishments in 2018

Build Community

- ✓ Hosted Drag Queen Storytime to celebrate diversity and families of all types
- ✓ TVO Kids March Break presentation attracted 420 children and parents/caregivers
- ✓ Expanded our Teen Advisory Group (TAG)
- ✓ Reaching out to our diverse community and newcomers with the Culinary Traveller program and cookbook launch
- ✓ Hosted the launch party for the YA novel, *The Garden* by Meghan Ferrari, a member of the APL writer's group
- ✓ Continued to host Canada Revenue Agency tax clinics for low income community members
- ✓ Hosting regular film showings through purchase of a film license to engage and entertain customers
- ✓ Hosted Youth Coffee House musical showcases in partnership with the Arts Music Store

Place of Possibilities

- ✓ Launched Lynda.com online learning platform
- ✓ Launched APL Teens Instagram account to better engage with this demographic
- ✓ Re-catalogued juvenile materials for easier retrieval and access for our customers
- ✓ Upgraded audio/visual equipment in meeting rooms and public address system
- ✓ Expanded digital collection and resources by joining cloudLibrary group
- ✓ Started renovation of library interior to feature creative studio, additional meeting/programming room, and One Desk service model

Organizational Capacity

- ✓ Hired APL's first Digital Literacy Assistant to deliver new creative, hands on programs using technology and video-gaming
- ✓ Streamlined inter-library loan process for more efficient, faster service
- ✓ Launched Collection Management Hub to better engage and inform staff on collection usage and decisions
- ✓ Recruited new CEO and new Manager, Customer Opportunity after incumbents' retired
- ✓ Encouraging all interested staff to attend OLA SuperConference
- ✓ York Region Police facilitated Safety Awareness sessions for staff