

November 20, 2017

# 2018 Operating Budget







# OUR MISSION

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



# OUR VALUES

Intellectual Freedom  
Literacy  
Inclusiveness  
Innovation  
Accountability  
Service Excellence







# OUR VISION

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.

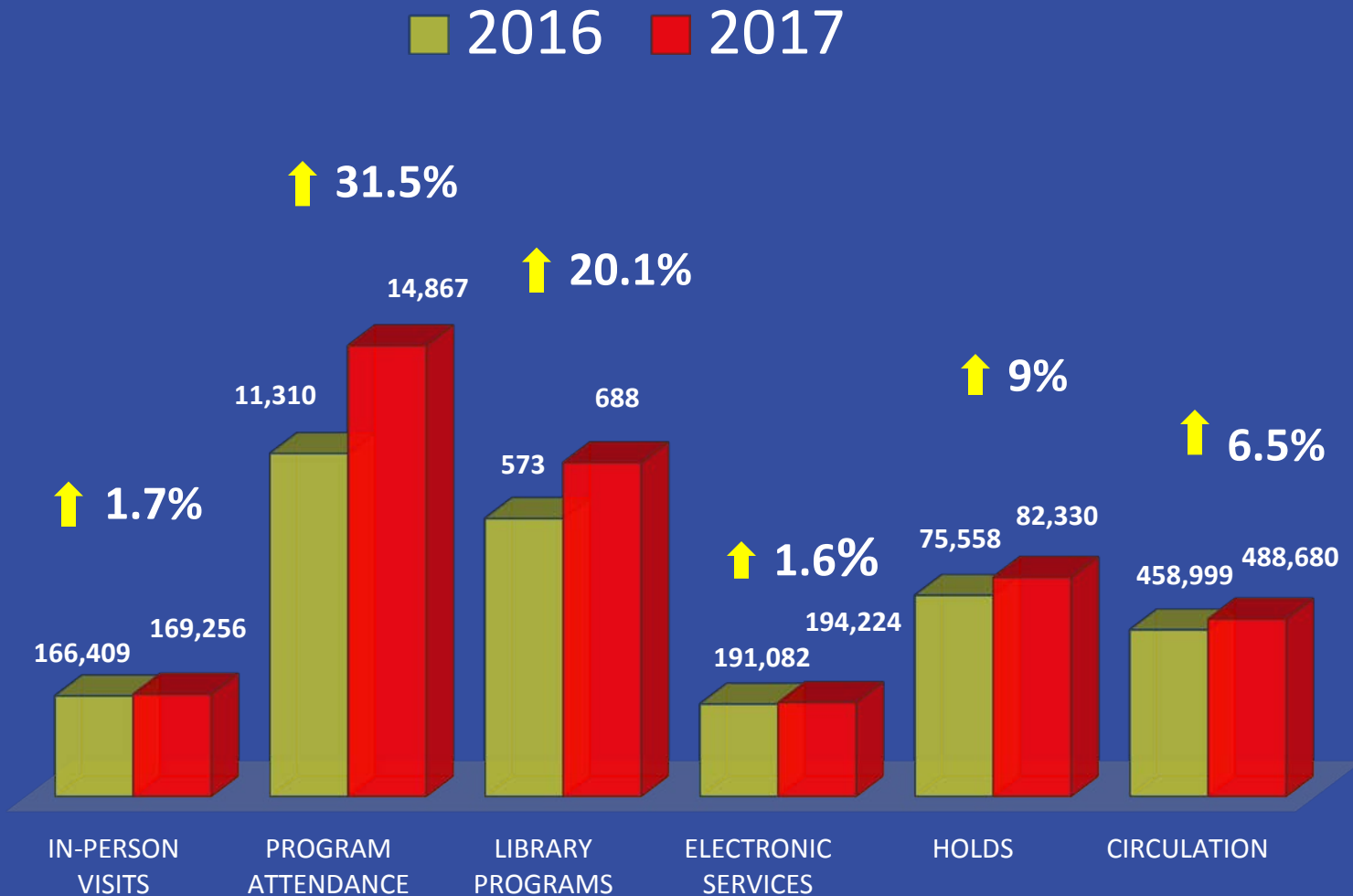


**A Visit  
Will Get You  
Thinking.**





# LIBRARY GROWTH









# Aurora Public Library 2017

## KEY ACHIEVEMENTS

- Digital Literacy for Community Project
- Nature Backpacks (pilot) with Public Health/Active Communities
- Innovative Newcomer programming
- Game nights for teens with Project Autism
- STEMfest
- Community focus groups
- International Festival of Authors LIT on Tour in collaboration with the Aurora Cultural Centre
- "Lunch & Learns" to local businesses
- Workshops on social media
- Aboriginal Perspectives in Canada: a panel discussion
- APL book bike
- Monthly program for Special Needs Students (Dr. G. W. Williams S.S.)
- Design for the Facility Workspace Improvements (Perkins + Will Architects)
- In Conversation: LGBTQ+ Culture, Diversity and Inclusion
- Review and evaluation of all collection sizes and space allocation



# Aurora Public Library 2018 LOOKING FORWARD



Build Community

Place of Possibilities

Organizational Capacity



# Build Community



“ Last night’s event was fabulous. I love listening to people who are so passionate about what they do. ”

## We will:

- ❑ Engage in dynamic conversations with the community to identify strengths, gaps needs and priorities
- ❑ Enhance partnerships and develop new alliances
- ❑ Analyze services and resources and adapt to meet the needs of our diverse demographic



# Place of Possibilities



“ Thank you for this year’s wonderful OBOA. I was able to attend three events. During each of the events people discussed the novel, their reactions to it and their own experiences. What a wonderful way to learn about our community. ”

## We will:

- ❑ Expand and refine the library’s physical and virtual presence
- ❑ Provide diverse spaces for gathering, sharing and learning
- ❑ Develop new paths for personal and professional growth



# Organizational Capacity



**“ I like Aurora Public Library’s new responsive website. Nice job. Best library anywhere. Nice people too! ”**

## We will:

- ❑ Create a culture where ideas and innovation are valued and encouraged
- ❑ Establish best practices for planning and evaluating library services and programs
- ❑ Revitalize the Library’s organizational structure to best deliver the strategic plan



# LIBRARY BUDGET DEVELOPMENT PROCESS

Library Executive  
Leadership Team



Administration



Library Board



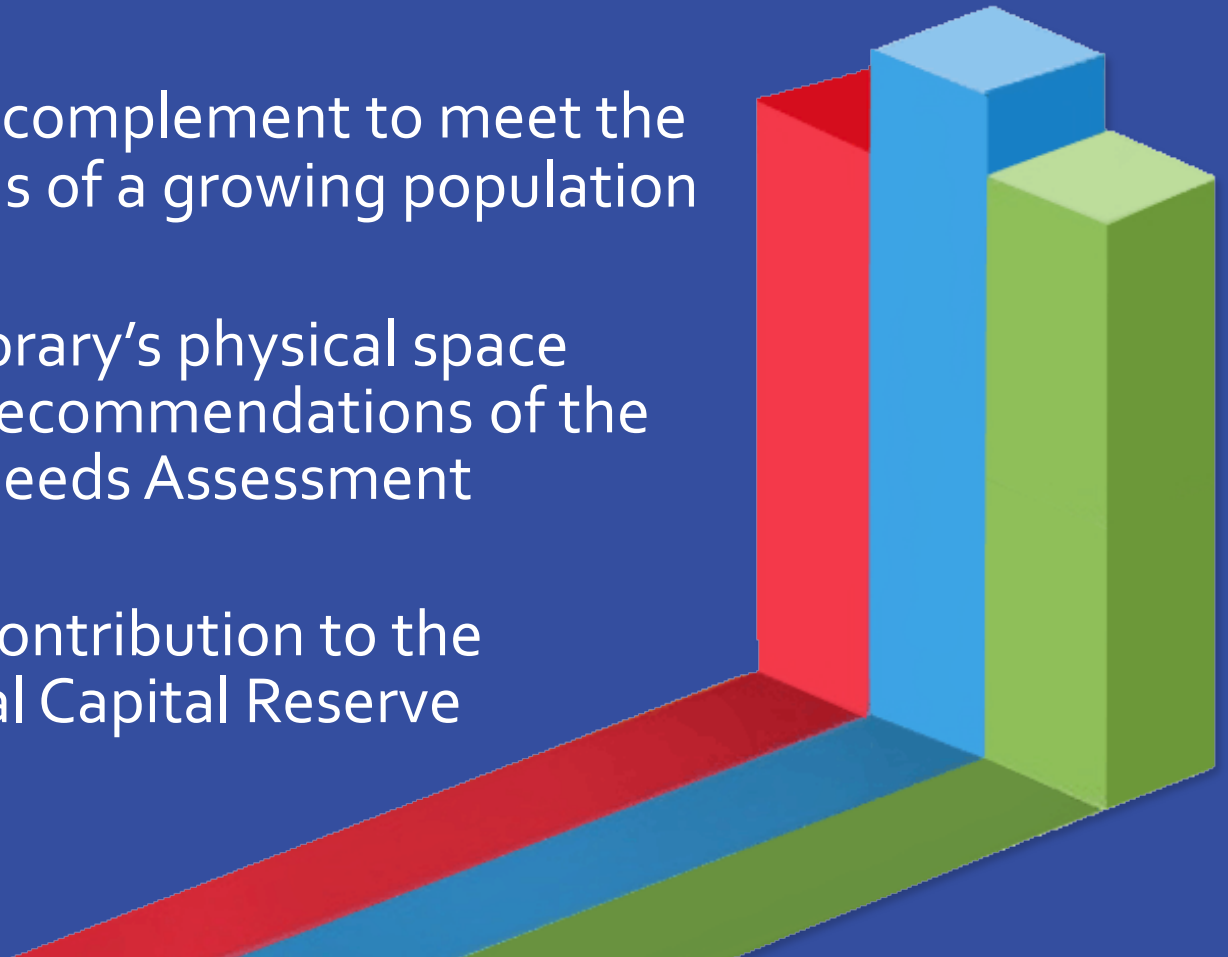
Town Council



# 2018

## BUDGET FRAMEWORK

- Align the staff complement to meet the changing needs of a growing population
- Expand the Library's physical space based on the recommendations of the 2015 Facility Needs Assessment
- Maintain the contribution to the Library General Capital Reserve





# 2018

## BUDGET HIGHLIGHTS

	2017 Approved Budget	2018 Draft Budget	Variance	%
Personnel Costs	3,055,750	3,127,495	71,745	2.3%
Other Expenditures	700,250	713,460	13,210	1.9%
Contribution to Capital	130,000	130,000	-	0.0%
<i>Total Expenditures</i>	3,886,000	3,970,955	84,955	2.2%
General & Grant Revenue	118,300	127,855	9,555	8.1%
<b>Municipal Requisition</b>	<b>3,767,700</b>	<b>3,843,100</b>	<b>75,400</b>	<b>2.0%</b>

# 2018

## BUDGET PRESSURES

2018 Budget Increase			
	\$ +/-	Key Driver	% +/-
Personnel Costs	\$71,745	Step increases, COLA, minimum wage adjustment	2.3%
Other Expenditures	<u>\$13,210</u>	Collections, programs and software	1.9%
Total Expenditures	\$84,955		2.2%
Less Increase in Revenue	<u>\$9,555</u>	Rental revenue and misc. increases	8.1%
Municipal Requisition	\$75,400		2.0%



# 2018

## ASSESSMENT GROWTH

<b>2017 Municipal Requisition</b>	<b>\$3,767,700</b>	
<b>2018 Share of Assessment Growth*</b>	<b>\$116,799</b>	<b>3.1%</b>
<b>2018 Adjusted Base</b>	<b>\$3,884,499</b>	
<b>2018 Municipal Requisition</b>	<b>\$3,843,100</b>	<b>2.0%</b>

*\* Figure provided by Town*



**COMMUNITY ASSET  
COMMUNITY VALUE**



# Every dollar invested in the LIBRARY

Returns a **benefit**  
to the **social** and  
**economic lives**  
of the **residents**  
of **Aurora**





Aurora Public Library's Strategic Plan reflects a fresh and invigorated social contract with our community.

With the ongoing support of Council, the Library will continue to enrich the quality of life for the residents of Aurora.





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*Be Engaged.  
Be Inspired.*



2018 Budget Presentation  
Aurora Town Council  
November 20, 2017



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# Agenda

What We Do

2017 Year To Date Review

2018 Pressures

2018 Operating Budget

2018 New Initiatives





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# Programming

Art Gallery Exhibits

Educational Arts Classes

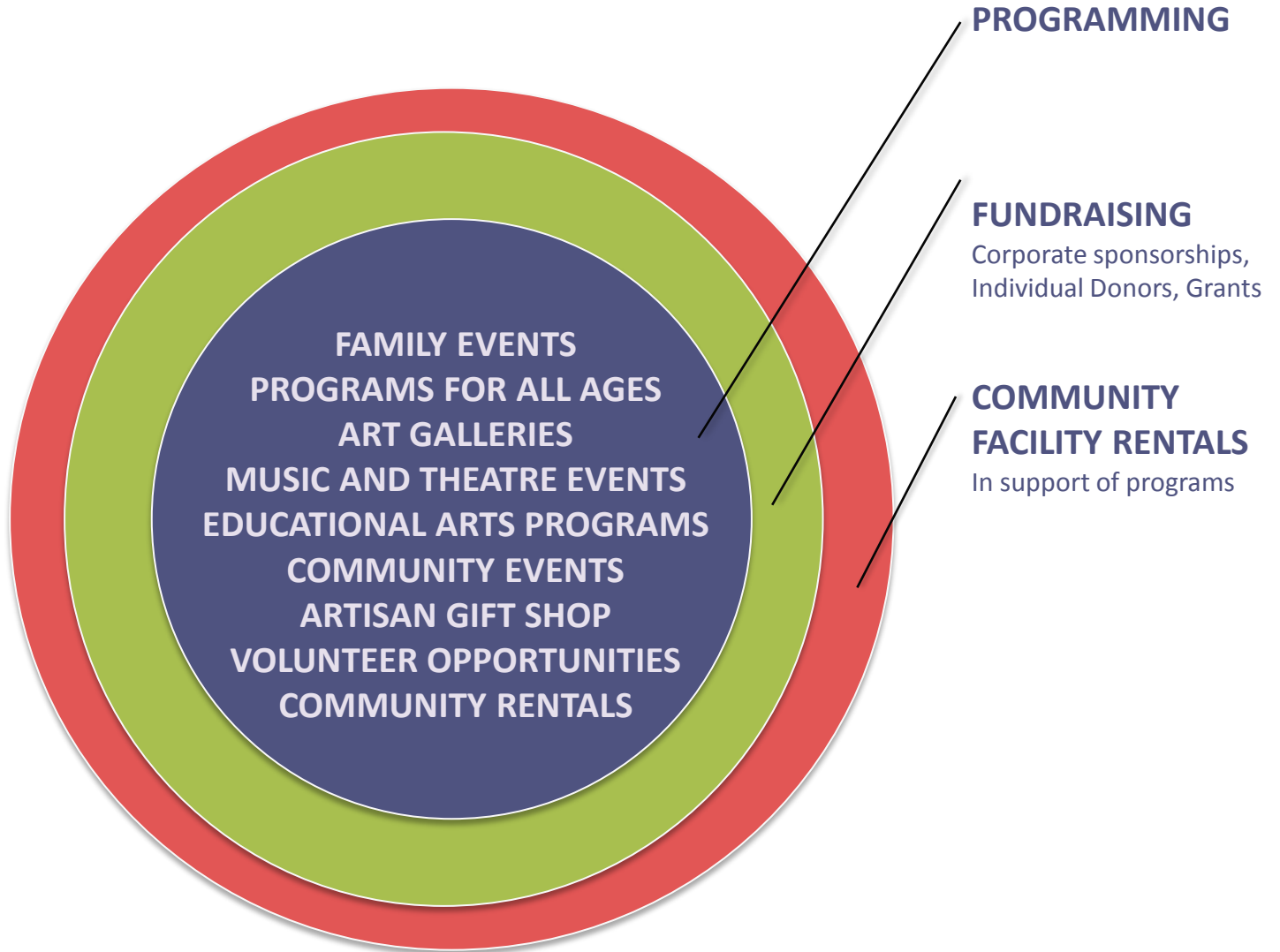
Professional Performing Arts Events

Community Events

Community Rentals



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# Volunteer Program

- 150 volunteers
- Over 2500 hours annually
- 27,135.50 hours given to date  
value of \$314,771 based on minimum wage  
(Jan 2011-Oct 31, 2017)

## Assist with

- Wayfinding
- Ticket taking
- Ushering
- Special event setups
- Board Governance duties
- Administrative support
- Reception support
- Processing registrations and sales
- Planning and supporting events
- Marshalling audience
- Supporting children/youth programs
- Concession ticket sales
- Fundraising
- As Cultural Ambassadors in our community



# Supporting the Economy

## Emphasis on Purchasing Local

Office Furniture & Supplies

Restaurants, Catering, Hospitality

Insurance, Legal, Auditors

Printing

Advertising

Audio Visual Technology

Dry Cleaning & Incidentals

Computer Sales & Repair

Leasehold Improvements

Wall Signage, Plaques & Framing



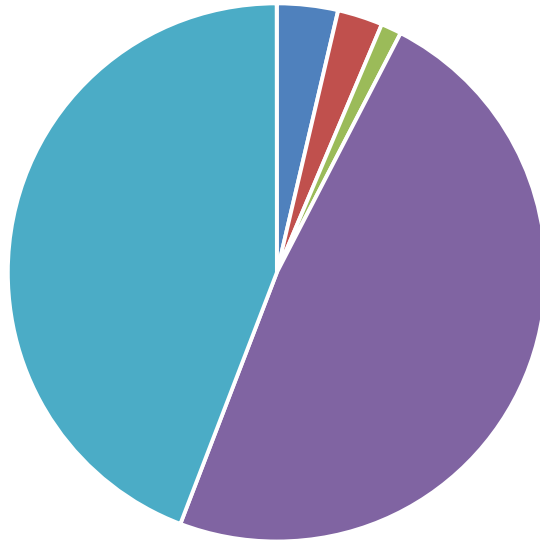


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# 2017 Program Revenue To date

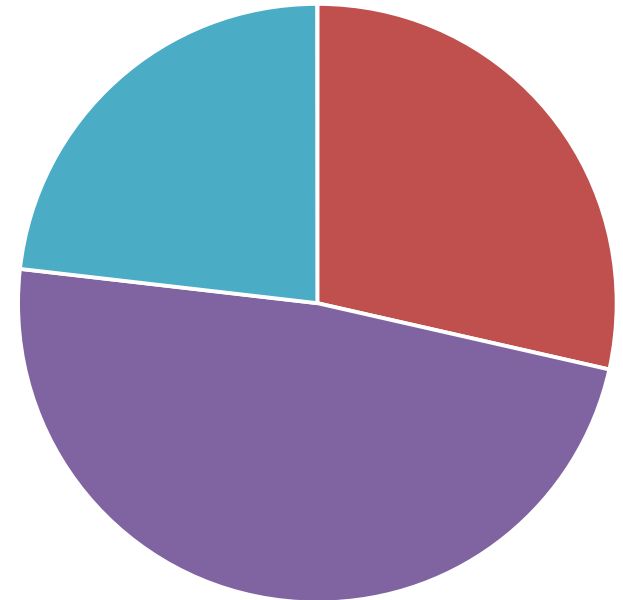
738 events,  
classes and  
rentals

Venue Activation



- Free Community Events
- Professional Arts Programming\*
- Community Arts/Heritage Programming

Direct Revenue\*\*



- Professional Arts Programming
- Educational Art Classes
- Community Rentals

\*includes events and gallery shows

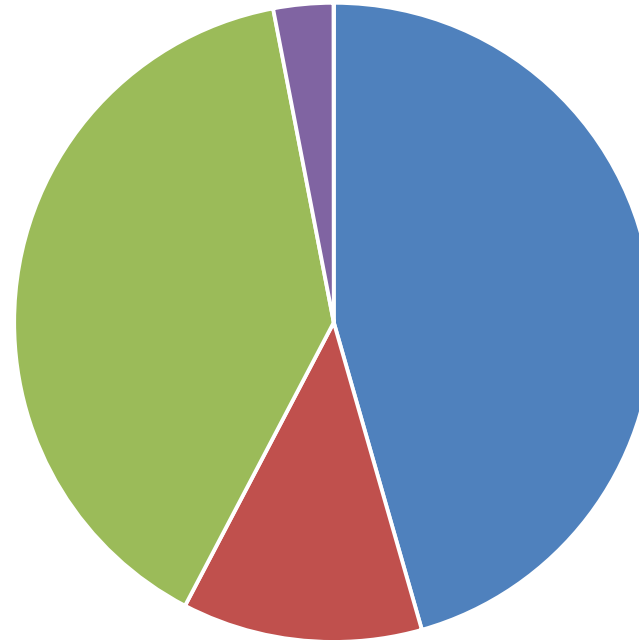
\*\*not including fundraising



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# 2017 Patron Base

To Oct 31, 2017



■ Cultural Centre Events ■ Galleries ■ Rentals ■ Other

Total visitors as of Oct 31, 2017 is 25,327



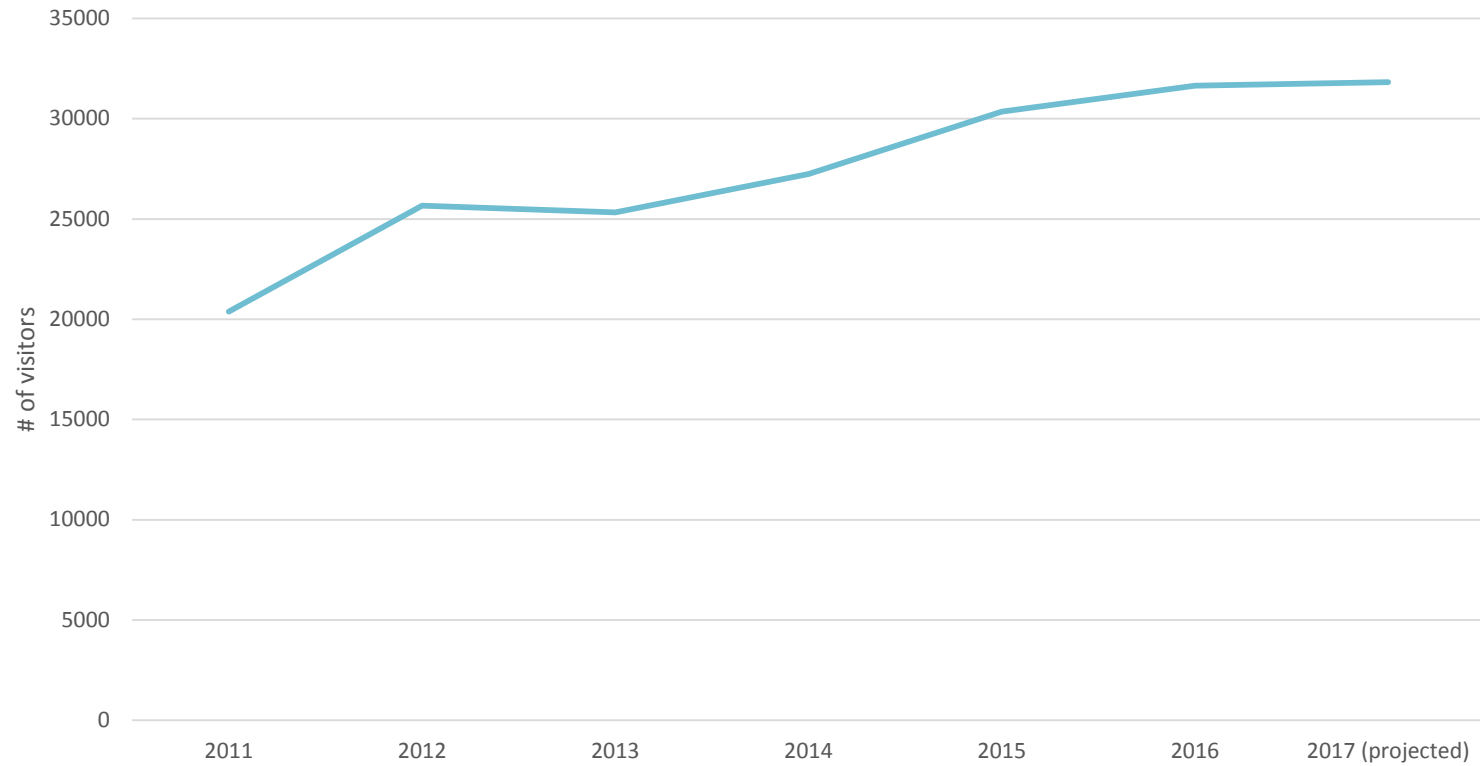


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# Visitors

## 2010 - 2017

Total Visitors

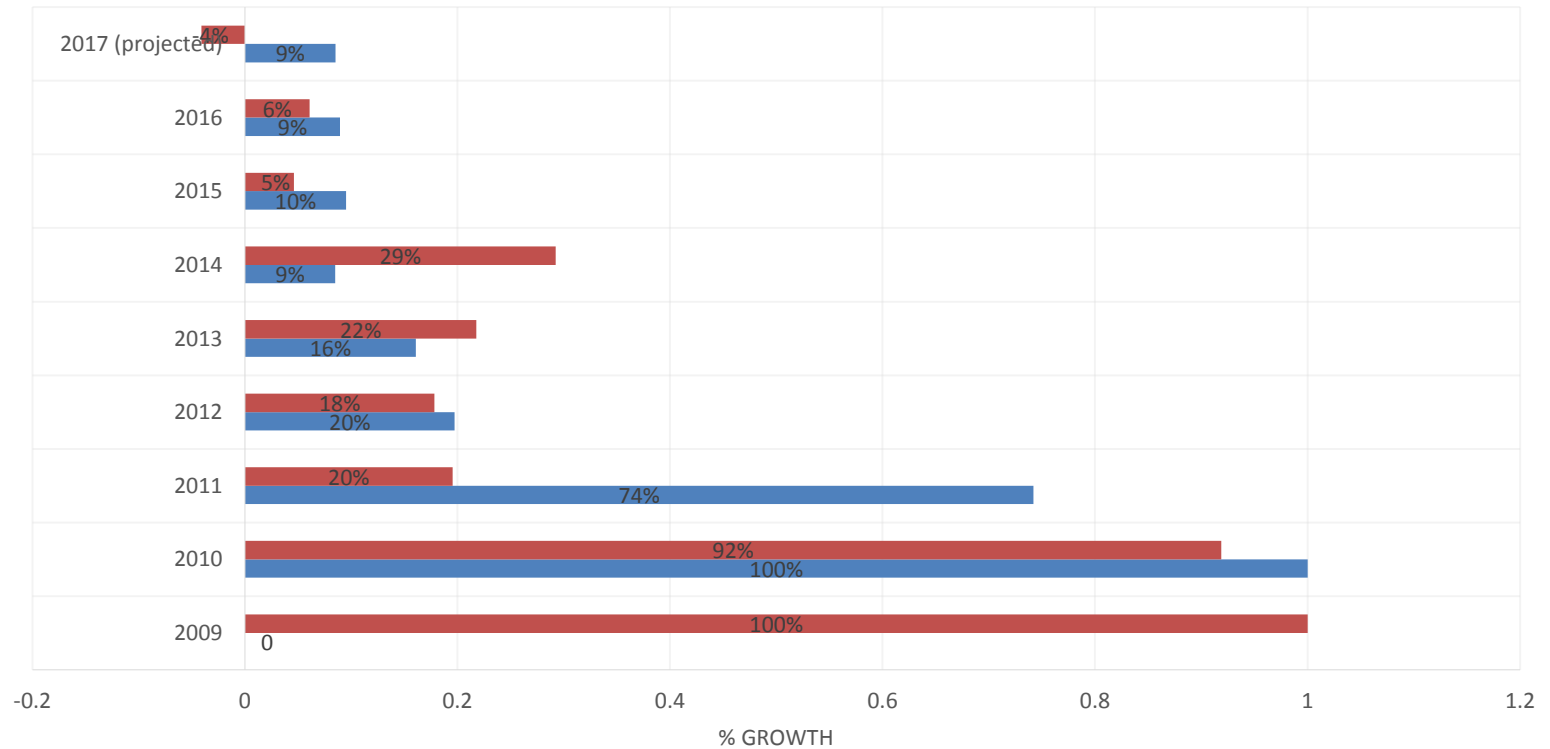




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# Program Growth 2010 - 2017

■ Program Expense Growth   ■ Program Revenue Growth





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# Revenue Statistics

2010 - 2017

Total Earned Revenue Generated	\$1,905,319
Total Fundraising Revenue	\$ 743,669
Total Program Revenue	\$1,161,650





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# Budgetary Pressures

## 2018

# 2018 Pressures

1. Provincial Legislative changes to Employment Standards
2. Maintaining the core staff complement necessary to provide current programming levels and take advantage of opportunities for growth
3. Marketing and awareness programs are underfunded making growth challenging
4. Information Technology and e-commerce solutions



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# Operating Budget

## 2018





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# 2018 Operating Budget

	2017 Budget	2017 Year End Estimate	2018 Board- approved Budget
<b>REVENUE</b>			
Town of Aurora Operating Grant	405,600	405,600	415,700
Fundraising: Grants, Donations and Sponsorships	87,772	107,696	89,000
Programs	223,720	217,023	225,135
<b>TOTAL Revenue</b>	<b>717,092</b>	<b>730,319</b>	<b>729,835</b>
<b>EXPENSES</b>			
Salaries and benefits	480,702	496,890	506,287
Programs	161,940	161,418	155,908
Professional fees	30,000	23,013	15,500
Fundraising	1,500	3,962	5,000
OTHER (Office, phone, equip lease, bank, insurance etc.)	42,950	60,261	47,140
<b>TOTAL Expenses</b>	<b>717,092</b>	<b>745,544</b>	<b>729,835</b>
<b>Excess/-Deficiency of Revenues over Expenditures</b>	<b>0</b>	<b>-15,225</b>	<b>0</b>



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<b>TOTAL Income</b>	<b>717,092</b>	<b>730,319</b>	<b>729,835</b>

2017 Fundraising revenue includes additional one-time Canada 150 grant for the Milestone Murals Art Installation



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- 2017 Salaries and Benefits includes fundraising position funded to \$21,900 by the Ontario Trillium Foundation
- 2017 Professional Fees includes costs for 2018-2021 strategic plan
- 2017 Other includes an extraordinary recruitment cost of \$15,056
- 2018 Salaries and Benefits includes Provincial Legislative impact of \$17,555





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## Restricted Reserves

Classical Music Fund	\$ 70,940
Contingency Fund	\$120,000
Special Project Fund	<u>\$ 20,000</u>
Total Reserves	<u><u>\$210,940</u></u>



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# New Initiatives 2018

## ***NEW* for 2018**

1. Year one of the 2018-2021 Strategic Plan
  2. New educational arts programs that align with new strategy
  3. New gallery programs to enhance community access, exposure, and education to visual arts
  4. New relationships with donors and sponsors
  5. Emphasis on marketing and awareness for the community
-





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**The Aurora Cultural Centre  
gratefully acknowledges funding from**





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***Thank you for your  
continued support!***

# Aurora Historical Society



“

*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.*

”



***Recap 2017 Accomplishments***

***Review Plans for 2018 and Beyond***

***Annual Request for Support***



# Request for Support 2018



- Maintenance, Restoration, and Repair of Hillary House National Historic Site
- Exhibits
- Programs
- Special Events
- Educational Outreach
- Staff Salaries
- Marketing and Promotions
- Administration
- Insurance
- Utilities

# Background

*A long history of working with the Town of Aurora to establish the Aurora Collection and the Aurora Museum & Archives to preserve Aurora's only National Historic Site, to promote interest in our past, and to provide innovative programming and educational opportunities for all to enjoy.*



# Hillary House National Historic Site

*We look to the Town of Aurora for your continued support. Owned and operated by the AHS since 1981, Hillary House National Historic Site is governed by heritage easements held by the Ontario Heritage Trust and by a Commemorative Integrity agreement with Parks Canada.*







# 2017 Local Partnerships



- Aurora Museum & Archives
- Aurora Cultural Centre
- Aurora Public Library
- Aurora Farmer's Market
- Aurora Rotary Club
- Theatre Aurora
- Aurora Chamber of Commerce
- St. Maximilian Kolbe CSS
- Aurora Studio Tour
- Local Colour Aurora
- Aurora Horticultural Society
- Aurora Community Arboretum
- Newmarket Historical Society
- Sharon Temple Museum Society
- Newmarket Chamber of Commerce
- York Region Alzheimer's Society



*Newcomer  
Walking Tour,  
Hosted with APL  
June 2017*

# Highlights from 2017



- 5 Exhibitions
- Vimy Commemoration
- Youth Music Night
- 9 Speaker Series Events
- Newcomer Walking Tours
- Improved Landscaping
- Books
  - *An Aurora ABC*
  - *The Story of Dr. Strange*



*A Reflection on Vimy: 100 Years Later*

# 2017 Fundraising Highlights



- Record Breaking Hillary House Ball
- Heritage Canada
- Parks Canada Cost Sharing Program
- Talbots Fashionable Fundraiser
- Hudson's Bay Giving Day
- Canada Summer Jobs
- Annual Appeal
- Ontario Museum Association
  - Community Museum Operating Grant



*Talbots Fashionable  
Fundraiser*

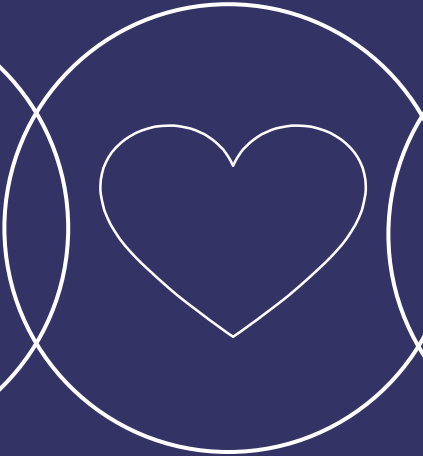
# By The Numbers:



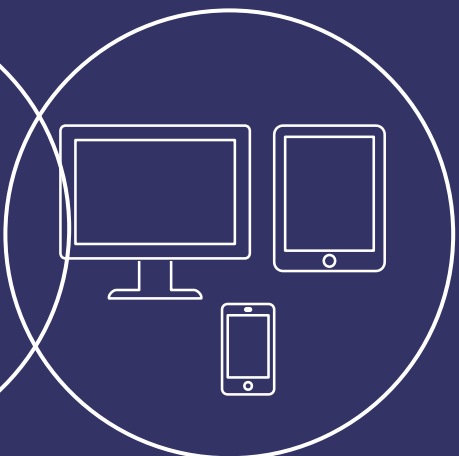
3366 People  
Reached  
*Up 10.5%*



331 Members  
*Up 8%*



3776 Volunteer  
Hours  
*Up 18%*



8905 Followers  
on Social Media  
*Up 4%*

\$80,000

Spent on Hillary House rehabilitation over two years





# House Front Rehabilitation



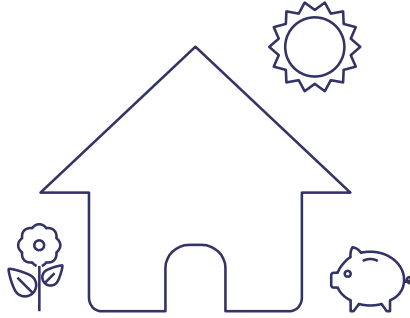
Funded in part by the Parks  
Canada Cost-Sharing  
Program

Project total: \$25,000

# Key Financial Metrics



	2015	2016	2017 Projected	2018 Planned
Net Operating Surpluses/ Deficits	\$40,600	\$23,000	\$4,500	\$1,000
Other Sources of Revenue including Net Fundraising Donations, Sales, Admissions, ETC	\$53,000	\$80,000	\$54,200	\$68,000
Grants	\$129,000	\$126,000	\$119,000	\$102,000
Total Operating Expenditures	\$142,000	\$158,000	\$156,000	\$169,000



# Plans for 2018

*156 Years of Hillary House*

# 2018 and Beyond Major Plans



- 2018 5 Year Strategic Plan
  - Coach House
  - Parking Lot



# A Look at 2018



## Exhibitions

WWI: Canada, Star of the Empire

Art at the Manor 2018

## Fundraising

Hillary House Ball 2018

Scotch Tasting

Corporate Partnerships

Summer Outdoor Event

## Speaker Series

Theme: Global Aurora

10 Events

## Town Events

Doors Open

Culture Days

Canada Day

Street Festival

Multicultural Festival

Home Show

## Education Outreach

Schools

Seniors

Guides/Scouts

Community



*Lori and James Hoyes,  
Aurora Home Show*



# Thank You

Aurora Historical Society

