



## AGENDA

Board of Directors Meeting #6 2018  
7:00pm

Wednesday July 11<sup>th</sup>, 2018

Craig Mather, Chair

1	<b>MOTION</b> to Approve Agenda	All
2	<b>MOTION</b> to approve Minutes of previous meeting – 5A and 5C  (June 13 <sup>th</sup> , 2018)	All
3	Statements of Conflict of Interest	All
4	<b>Introduction of and Presentation by Insurance Provider – Intercity Insurance</b>	Craig Mather
5	<b>Executive Director Report</b> Presentation of Executive Director’s Monthly Managerial Report  <b>MOTION</b> To Receive the Executive Director’s Report	Suzanne Haines
6	<b>Finance Committee</b> Finance Committee update  <b>MOTION</b>  To Receive the Finance Committee Update	Eric Acker
7	<b>Fund Development Committee</b>  Fund Development report  <b>MOTION</b>  To Receive the Fund Development Committee Update	Damien Chan
8	<b>Governance and Nominating Committee</b>  Update from the Governance Committee  Imagine Canada Standards Review  <b>Policy Changes</b>	Sharon Kelly

<p>G1 – Governance of the Centre - CHANGED G5 – Complaints Response - CHANGED G7 – Board Self Review - CHANGED – new G6 G14 – Board Orientation – CHANGED – new G13 G15 – Conflict Resolution – CHANGED – new G14 G16 – Board Succession – CHANGED – new G15 G17 – Board Member Expense – CHANGED – new G16 G18 – Executive Director Authority - CHANGED – new G17</p> <p>G8 – Conflict of Interest Policy – needs approval G9 – Code of Conduct – needs approval</p> <p><b>MOTIONS:</b> G1 – To approve the updated G1 – Governance of the Centre Policy as presented G5 – To approve the updated G5 - Complaints Response Policy G6 – To approve the updated G6 Board Self Review Policy (formerly G7) G13 – To approve the G13 Board Orientation Policy (formerly G14) G14 – To approve the G14 Conflict Resolution – Policy (formerly G15) G15 – To approve the Board Succession Policy – formerly G16 G16 – To approve Board Member Expense – Formerly G17 – To approve G17 Executive Director Authority Policy – formerly G18</p> <p>G7 – To approve the G7 – Conflict of Interest Policy G8 – To approve the G8 – Code of Conduct Policy</p> <p><b>Governance Policy that has not changed and is being accepted as reviewed by the Governance &amp; Nominating Committee</b></p> <p><b>MOTION:</b> To accept the following Governance Policies as reviewed by the Governance and Nominating Committee on July 5, 2018 G2 – Risk Management G3 – Compliance G4 – Communications G11 – Privacy Policy G12 – Board Management Policy G13 – Board Compensation Policy</p> <p><b>Governance Policy that is recommended for removal:</b> <b>MOTION:</b></p>	
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	<p>That Policy G6 Whistleblower Policy which is applicable to members of the Board be removed as a policy as there is a whistleblower policy in the HR Policies</p> <p><b>MOTION</b></p> <p>To receive the Governance and Nominating Committee Update</p>	
9	<p>Executive Committee Update from Committee Chair</p> <p>Board Self Evaluation Results</p> <p><b>Policy Changes</b> A2 – Strategic Plan Priorities Assessment - CHANGED A6 – ED Succession Plan - CHANGED A22 – Board Succession Planning - CHANGED –</p> <p><b>MOTIONS:</b> A2 – To approve the updated A2 – Strategic Plan Assessment Policy as presented A6 – To approve the updated A6 - ED Succession Plan Policy A22 – To approve the updated A22 – Board Succession Planning Policy as presented</p> <p><b>MOTION</b></p> <p>To receive the Executive Committee Update</p>	<p>Craig Mather</p> <p>Eric Acker</p>
10	Confirmation of next Meeting – Sept 12 <sup>th</sup> 2018	All
11	<b>Motion</b> to Adjourn Meeting	All



## MINUTES

Board of Directors Meeting #6 2018  
7:06pm – 10:05pm

**Attendees:** Craig Mather, Eric Acker, Heidi Franken, Damien Chan, Cllr Wendy Gaertner, Laura Hostick

**Staff:** Suzanne Haines

**Community Guest:** Mike King, InterCity Insurance

**Regrets:** Michael Kennedy, Karen Johnston, John Gallo, Sharon Kelly, Cllr Tom Mrakas

Wednesday July 11<sup>th</sup>, 2018

Craig Mather, Chair

1	<p><b>MOTION</b> to Approve Agenda</p> <p>The agenda was adjusted to move items with motions ahead in the agenda. The minutes reflect this change.</p> <p>Moved by: Damien Chan Seconded by: Wendy Gaertner CARRIED</p>	All
2	<p><b>MOTION</b> to approve Minutes of previous meeting – 5A and 5C (June 13<sup>th</sup> , 2018)</p> <p>Moved by: Damien Chan Seconded by: Eric Acker CARRIED</p>	All
3	Statements of Conflict of Interest	All
4	<p><b>Introduction of and Presentation by Insurance Provider – Intercity Insurance Services Inc.</b></p> <p>Handout provided Presentation given and Q &amp; A session</p> <p>The Board reviewed the report about the Centre’s present insurance coverages, which was presented by our insurance provider, Intercity Insurance.</p>	<p>Craig Mather</p> <p>Mike King</p>

	<p><b>MOTION</b>          To receive the presentation by Mike King from Intercity Insurance,          our Insurance broker          Moved by: Laura Hostick          Seconded by: Damien Chan          CARRIED</p>	
8	<p>Board agreed to move to item 8 in the interest of time.</p> <p><b>Governance and Nominating Committee</b></p> <p>Update from the Governance Committee</p> <p>Imagine Canada Standards Review</p> <p><b>MOTIONS:</b></p> <p>G1 – To approve the updated G1 – Governance of the Centre Policy as presented          Moved by: Eric Acker          Seconded by: Damien Chan          CARRIED</p> <p>G5 – To approve the updated G5 - Complaints Response Policy as amended          Moved by: Wendy Gaertner          Seconded by: Eric Acker          CARRIED</p> <p>G6 – To approve the updated G6 Board Self Review Policy (formerly G7) as presented          Moved by: Eric Acker          Seconded by: Damien Chan          CARRIED</p> <p><b>Governance Policy that is recommended for removal:</b></p> <p><b>MOTION:</b>          That Policy G6 Whistleblower Policy which is applicable to members of the Board be removed as a policy as there is a whistleblower policy in the HR Policies.          Moved by: Eric Acker          Seconded by: Wendy Gaertner          CARRIED</p>	Eric Acker

G13 – To approve the G13 Board Orientation Policy (formerly G14) as presented

Moved by: Eric Acker

Seconded by: Wendy Gaertner

CARRIED

G14 – To approve the G14 Conflict Resolution – Policy (formerly G15) as amended.

Moved by: Eric Acker

Seconded by: Wendy Gaertner

CARRIED

G15 – To approve the Board Succession Policy – formerly G16 as amended.

Moved by: Eric Acker

Seconded by: Damien Chan

CARRIED

G16 – To approve Board Member Expense – Formerly G17 as amended

Moved by: Eric Acker

Seconded by: Laura Hostick

CARRIED

G8 – To approve the G8 Code of Conduct policy as presented

Moved by: Eric Acker

Seconded by: Wendy Gaertner

CARRIED

**Governance Policy that has not changed and is being accepted as reviewed by the Governance & Nominating Committee**

**MOTION:**

To accept the following Governance Policies as reviewed by the Governance & Nominating Committee on July 5, 2018

G2 – Risk Management

G3 – Compliance

G4 – Communications

G7 - Conflict of Interest (formerly G8)

G11 – Board Management Policy (formerly G12)

G12 – Board Compensation Policy (formerly G13)

	<p>Moved by: Eric Acker  Seconded by: Laura Hostick  CARRIED</p> <p><b>MOTION:</b> To receive &amp; Governance and Nominating Committee Report</p> <p>Moved by: Damien Chan  Seconded by: Laura Hostick  CARRIED</p>	
9	<p>Executive Committee</p> <p><b>MOTIONS:</b>  A2 – To approve the updated A2 – Strategic Plan Assessment Policy as presented  Moved by: Eric Acker  Seconded by: Damien Chan  CARRIED</p> <p>A22 – To approve the updated A22 – Board Succession Planning Policy as presented  Moved by: Eric Acker  Seconded by: Laura Hostick  CARRIED</p> <p><b>Update from Committee Chair</b>  - Board Self Evaluation Results  - Succession plan for the Executive Director was presented by the Committee Chair and discussed by the Board</p> <p><b>MOTION:</b> To accept the Executive Committee minutes (June 13, 2018)  Moved by: Damien Chan  Seconded by: Laura Hostick  CARRIED</p> <p><b>MOTION:</b> To receive the Executive Committee Report  Moved by: Laura Hostick  Seconded by: Damien Chan  CARRIED</p>	<p>Craig Mather</p> <p>Eric Acker</p>
5	<p><b>Executive Director Report</b>  Presentation of Executive Director’s Monthly Managerial Report</p>	<p>Suzanne Haines</p>

	<p><b>MOTION</b>  To approve an expenditure of up to \$12,000 for an upgrade to the Centre's IT infrastructure by connecting to the Town of Aurora's IT system to be funded through the Special Project Reserve and capitalize the expense. Staff will report on the status of the project at the next Board meeting  Moved by: Damien Chan  Seconded by: Heidi Franken  CARRIED</p> <p><b>MOTION</b>  To receive the Executive Director's Report  Moved by:  Seconded by:  CARRIED</p>	
6	<p><b>Finance Committee</b>  Finance Committee update - Deferred to next meeting</p>	Eric Acker
7	<p><b>Fund Development Committee</b>  Fund Development report - Deferred to next meeting</p>	Damien Chan
10	Confirmation of next Meeting – Sept 12 <sup>th</sup> 2018	All
11	<p><b>Motion</b> to Adjourn Meeting  Moved by: Wendy Gaertner  Seconded by: Laura Hostick  CARRIED</p>	All

**Signed**

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Craig Mather, President Date

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Karen Johnston, Secretary Date





## Board of Directors – July 11, 2018

### EXECUTIVE DIRECTOR’S UPDATE January-June 2018

This ED report has been reformatted to serve reporting needs on the 2018-2021 Strategic Plan. As such, I am reporting on the June activity and the January – June strategies that have been initiated, as well as any achievements that have been made to date. In future ED reports, activity of the month will be described and achievements noted.

#### Goal # 1: Deliver professional performing and visual arts programming while supporting community engagement, education, and community arts practice

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> <li>Strategically increase programming in popular music, classical music, family/children’s performances, and theatre</li> <li>Build programming for in school</li> <li>Develop partnerships for offsite and site specific performances</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number and diversity of performing arts events (2017 = 13 events)</li> <li>Excellent and recurring programming relationships with schools</li> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> </ul>	<ul style="list-style-type: none"> <li>20 events</li> <li>Addition of a Toddler series</li> <li>First puppetry event</li> </ul>
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	<ul style="list-style-type: none"> <li>Develop relationships with all school boards on Mayor’s Celebration for Youth Arts.</li> <li>Develop guidelines and policy governing how group exhibitions are programmed</li> <li>Develop curated/curator tour program for each exhibit</li> <li>Promote fine art sales in professional gallery shows to the community</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> <li>20% increase in participation in Ways of Seeing lecture series</li> <li>Two formalized curated tours per professional visual art show</li> </ul>	<ul style="list-style-type: none"> <li>Initiated developing guidelines group exhibitions</li> <li>Research on best practices of tours and promoting educational activities</li> </ul>
c) Be a venue for artistic education that offers unique experiences professional instructors	<ul style="list-style-type: none"> <li>Program educational classes with artistically trained instructors</li> <li>Offer a diversity of classes that complement and build on Town access programs</li> <li>Build new educational synergies with other ACC programs</li> <li>Build new educational opportunities during school closures for adults, children and youth</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys</li> <li>80% overall enrollment in programs/demand</li> </ul>	<ul style="list-style-type: none"> <li>In conversation with town about who will program what level to ensure full spectrum is offered</li> <li>Researching PA day programs, all-day summer camps, Adult summer classes</li> </ul>

### Professional Live Performance Series

We launched the 2018-2019 Performing Arts series with a mix of family theatrical events and various genres of concerts. We have since also secured a sponsor to help us launch our Magic Carpet series, offering three performing events for toddler + age group and their families. There are 5 emerging artists, two indigenous artists in the group Digging Roots, and artists bringing music from around the world in our world music concerts.

Date	Artist/Event	Series	Genre
August 22	<b>Robin Hood; Presented by the Nearly World Famous DuffleBag Theatre</b>	Kaleidoscope Family Performing Arts Series	Family Play (5+)
October 12	<b>Alysha Brilla</b>	Brevik Hall Presents	World Music Emerging Artist
November 3	<b>Old Man and The River</b>	Meridian Magic Carpet	Family puppetry (toddler+)
November 9	<b>Tristan Teo, piano</b>	Great Artist Music Series	Classical Emerging Artist
November 16	<b>Heather Bambrick Jazz Quartet</b>	Brevik Hall Presents	Jazz
December 8	<b>Robinson Crusoe + Friday; Presented by Axis Theatre Co.</b>	Kaleidoscope Family Performing Arts Series	Family Play
December 13	<b>Georgian Bay; <i>Songs for a Winter's Night</i></b>	Brevik Hall Presents	Holiday and Folk (English and <i>Français</i> ) Emerging Artist
January 18	<b>Charles Richard-Hamelin, piano</b>	Great Artist Music Series	Classical
January 25	<b>John Sheard Presents <i>Ella &amp; Louis: Cheek-to-Cheek</i></b>	Brevik Hall Presents	Jazz
February 2	<b>TBA</b>	Meridian Magic Carpet	Family (Toddler+)
February 14	<b>Kobo Town</b>	Brevik Hall Presents	World
March 14	<b>March Break Family Show</b>	Kaleidoscope Family Performing Arts Series	TBA
March 22	<b>John Sheard Presents <i>The Best of the West: An evening of Golden Country Classics, from Hank to Dolly, Johnny to Patsy.</i></b>	Brevik Hall Presents	Country
April 12	<b>AYR Trio</b>	Great Artist Music Series	Classical
April 6	<b>TBA</b>	Meridian Magic Carpet	Family (Toddler+)

April 26	<b>Coig</b>	Brevik Hall Presents	Celtic Folk Emerging Artist
May 3	<b>The Rolston String Quartet</b>	Great Artist Music Series	Classical
May	<b>Digging Roots</b>	Brevik Hall Presents	Folk Rock Emerging Artist
June 7	<b>John Sheard Presents <i>Homeward Bound: The Best of Simon and Garfunkel</i></b>	Brevik Hall Presents	Folk

Ticket sales launch September 4<sup>th</sup>, 2018 for all performing arts events.

In addition to these events, there will be 5 free events in the 2018-2019 season:

1. Doors Open
2. Culture Days
3. Armistice Day Celebration
4. Family Day 2019
5. We'll Meet Again Community Sing-a-long

### Gallery & Exhibitions

*The Pastel Artists Canada 27th Annual, Purely Pastel*

Open Juried Exhibition and Sale

All Galleries

Thursday May 10 to Sat Aug 4, 2018

The works selected for this exhibition will have great range and scope, illustrating the diversity and inherent potential in this most beautiful and flexible medium. Meet participating artists from across Canada and the United States at the opening reception that includes an awards presentation and silent auction on Saturday May 26 from 1:00 pm to 4:00 pm. The juror will be in attendance to give out the awards and there will be a great silent auction of pastel supplies. Learn more about the Pastel Artists of Canada here.

Events:

Artist Reception- Awards Presentation & Silent Auction: Sat May 26: 1 – 4

Paint around Event: Tues May 29: 1 – 2 pm

Ways of Seeing:

The Pastel Story: Pigment & Art talk with Suzanne Godbout: Wed May 30: 6 – 7:30 pm

Guided art tours with Master Pastel Artists Ruth Rodgers, Kathy Hildebrandt and Robin Nyikos:

Mon May 28: 12 – 12:30 pm

Fri June 1st: 11:30am – 12 pm

Wed June 20: 1 – 3 pm

Pastel Artist Docent in the Gallery – Jennifer Assinck: May 16, 1-3 pm, & June 13: 6 – 7:30 pm

We launched the 2018-2019 Gallery series as below:

<b>Date</b>	<b>Artist</b>	<b>Title of Exhibition</b>	<b>Description</b>
August 11 - September 29, 2018	REBECCA LAST	<b>Cassandra's garden; tracing shifted ground</b>	Large scale acrylic paintings of environmental power - speaking to our complex interconnectedness with the natural world.
August 11 - November 24, 2018	JANINE WHEELER	<b>(through)Thick &amp; Thin</b>	Abstracted paintings - glazes of paint and dry media manipulate the eye and mind. A reflection on the creation process relating to physical and imagined spaces.
October 6 - November 10, 2018	TROY HOURIE	<b>Apparitions</b>	An immersive mixed-media installation examining the idea of "designing for wonder" by exploring the mysterious nature of Britten's opera The Turn of the Screw.
December 1 - 29, 2018	HELEN LUCAS	<b>Why Do I Paint Flowers?</b>	Large scale captivating acrylic paintings by the internationally acclaimed artist. A focus on the larger - than-life floral works from the 1980's - 2000's.
January 5 - 26, 2019	SOCIETY OF YORK REGION ARTISTS	<b>From Memory</b>	A juried exhibition to examine & celebrate memories that construct our personal & communal stories, exclusively featuring Society of York Region Artists.
February 2 - March 2, 2019	Group Exhibition	<b>Mayor's Celebration of Youth Artists - Visual Arts Exhibition</b>	An annual favourite of all mediums showcasing the graduating visual art students of Aurora's high schools.
March 9 - April 27, 2019	Group Exhibition	<b>Watershedsci</b>	13 artists, 2 scientists, 1 curator from Central Counties responding to the environmental concerns and the state of our water.
March 9 - May 25, 2019	DANIEL ST – AMANT	<b>Running Forward</b>	Mixed media paintings depicting friction in our environments; created by engaging with the systems that trivialize it.
May 9 - August 3, 2019	DERON DOUGLAS	<b>We are still here</b>	A story of our warriors and exploration of various Indigenous topics. Placing focus on the people and their stories that are vibrant and alive through oil painting portraiture and characterization.
June 1 - August 24, 2019	JON OELRICH	<b>Portland</b>	Oil paintings of ambiguous architecture, space and material form this exhibition that considers solidity, movement and transition. The associations and contradictions form the artist's inspirations.

#### Educational Programs

Summer classes started on July 3<sup>rd</sup>. Unless otherwise noted, the weeks have half day camps with age 4-6 in the morning and age 7-12 in the afternoon. Enrollment is about where it was at this time last year. A full day option was also available

### Visual Arts Camp

Young Artist Studio - Ages 4-6, 9:00-11:30AM

Mixed Media Mashup - Ages 7-12, 1:00-4:30PM

Week	Dates	Theme	Current registration (AM)	Current registration (PM)
WK 1	July 3-6	A Journey Through Art & Time	14	5
WK 2	July 9-13	Comics, Cartoons & Superheroes!	21	26 (full)
WK 3	July 16-20	Art Around the World	12	12
WK 4	July 23-27	Me, Myself & Art	6	13
WK 5	July 30	Colour Around Us – full day camp for older students only		12
WK 6	August 7-10	Outer Space & Art Exploration	7	11
WK 7	August 13-17	The Art Lab	14	18
WK 8	August 20-24	The Wonderful World of Nature & Animals	13	5

### Theatre Camp

Week	Dates	Camp	Current registrations
WK 3	July 16-20	Musical Theatre – full day ages 6-10	5
WK 7	August 13-17	Act It Out! – full day ages 6-10	5

Staff are researching additional programs for the fall and through 2019 including PA day programs for children, longer March Break programs, full day summer camps, Adult summer classes/workshops.

Staff are in conversation with Town recreation programmers to determine who is going to deliver which programs to the community, at which level. Resulting plans are expected to be put in action in January 2019.

### GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Build Aurora Cultural Centre brand awareness and brand recognition	<ul style="list-style-type: none"> <li>Advocate for highly visible signage for the venue with Aurora Cultural Centre programming</li> <li>Create corporate partnerships to build brand awareness and recognition</li> <li>Create awareness that culture is an integral part of community life</li> <li>Establish current brand as a highly-regarded destination for professional</li> </ul>	<ul style="list-style-type: none"> <li>General community survey in 2021 shows that Aurora residents are aware of the Aurora Cultural Centre and the benefits of arts and culture. (baseline established from 2017 survey in April 2018)</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor sign postponed until library square is determined – will be part of signage plan for the new square</li> <li>Research and quote new in-house for fabric banners to update outdoor</li> </ul>

	<p>visual and live performing arts programming</p> <ul style="list-style-type: none"> <li>• Create awareness of community engagement and outreach programming</li> <li>• Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct</li> <li>• Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Track and report on unique visitors to the Centre</li> <li>• Increase visitors to the venue (baseline 30,000 in 2017)</li> </ul>	<p>standards on front side of building and a selection of the banners fixed to the building on the north side; design and printing to happen in Q3</p>
<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> <li>• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora</li> <li>• Build relationships with ethnic media</li> <li>• Reach out to real estate professionals and housing developers</li> <li>• Partner with school boards to create awareness for existing and new programs</li> <li>• Document and report on outreach to all culturally specific community associations to invite participation</li> <li>• Collect demographic information on patrons to further analyze participation</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the diversity of participation from all geographic regions of the community</li> <li>• Measure, document and report on level of participation with school boards and youth</li> <li>• Report on the benefits of participation in youth programs</li> </ul>	<ul style="list-style-type: none"> <li>• AHS Newcomer Tour to end with ACC and an outline of our programs</li> </ul>
<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> <li>• Build high performing website</li> <li>• Generate visibility and brand recognition through e-marketing and social media</li> <li>• Build and leverage relationships with local media</li> <li>• Implement more advertising as budgets permit</li> <li>• Develop and implement volunteer docent program</li> <li>• Invite volunteers from corporate community</li> <li>• Engage in increased government relations with MPs MPPs, Councillors and Mayor</li> <li>• Work with Town to promote success of new Cultural Precinct</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in media coverage</li> <li>• Increased awareness of the Aurora Cultural Centre and its programs across the Town</li> <li>• Increased repeat visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Website Process started Q2 and continuing through Q3</li> <li>• Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline</li> </ul>

There are a number of marketing initiatives that were launched between January and June 2018 to contribute to meeting the objectives in this goal. By objective, they are:

Build Aurora Cultural Centre brand awareness and brand recognition

- Initial planning for series of stand-up banners to promote all professional arts and educational programming for 2018/19 that can be used throughout the Centre, and out at events; to be executed Q3

- New CHOP Speakeasy FM 102.7 monthly radio programming at Pickering College radio, with follow-up SoundCloud podcast posted to social media; conducted in conjunction with Manager of Community Collaboration at Aurora Public Library
- New AURORAN Speakeasy monthly byline column one week following the show using the previous weeks' content; conducted in conjunction with Manager of Community Collaboration at Aurora Public Library
- New marketing initiative in Town of Aurora seasonal Community Programs Guide commencing February 2018; 2 double-page spreads featuring all educational, gallery, p.a. and special events content
- Research and planning for enhanced Toddler (Magic Carpet) and Family (Kaleidoscope) programming to introduce the arts to children at the youngest ages; innovative in York Region
- New Season Launch initiative on June 8, 2018 prompted earlier artist bookings and enhanced planning to dovetail with best practices from larger arts venues. This has resulted in performing artists and agents reaching out to the Centre earlier in the bookings cycle.
- Five outings for the Aurora Cultural Centre camps team at community events using our branded tent (Aurora Farmer's Market X3, Town of Aurora Canada Day in the park, and Aurora Street Festival)
- Clarified communications messaging with staff and regular volunteers to clarify that the Centre is a stakeholder in the Town of Aurora's vision for the investment in Library Square.
- Spearheaded research and planning for newly-designed comprehensive professional arts season marketing collateral for 2018/19 to encompass all aspects of performing arts, galleries and special events. Program will be listed in chronological order from August 2018 – July 2019, interspersing all programmatic elements during this time.
- Multi-platform social media campaigns target variety of programming through text-based and visual mediums.
- Transitioning Educational Programs marketing collateral to primarily be reflected in TofA's Community Programs Guides.
- Started discussions in Q2 on future out-planning to create thematic linkages across p.a., galleries and education for 2019.

Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities

- Print media collateral project commenced Q1 & Q2; gathering variety of diverse news outlets in York Region and GTA
- Pre-research activity; researched and analyzed Regional and Municipal published demographic data to understand cultural make-up in Aurora and York Region
- Project to use Beehivr pushed back to Fall 2018 due to pressures on season launch, website and e-commerce projects

Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community

- Tested Facebook marketing for summer camps late Q2; results to be tabulated and reported in Q3
- Built comprehensive summer camps social media campaign, including gaining access to invitation-only parent-centered FB groups to promote camps
- Increased use of video in Q2 to promote camps based on the customer journey experience of building knowledge through sustained and varied content
- Increased challenges with YRMG who have advised that arts groups are to write and submit their own stories as the news outlet is instead focusing on hard news/municipal/regional/sports coverage. An ongoing challenge due to number of events and internal resources. \*Media releases will continue to be on the roster.

**GOAL 3: Proactively reach out to develop and sustain long-term collaborative partnerships and relationships with our stakeholders, diverse cultural groups and agencies, and other community-based organizations.**

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	<ul style="list-style-type: none"> <li>• Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes</li> <li>• Clearly define roles and responsibilities of partners involved in ACC relationships</li> <li>• Proactively maintain solid relationships with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document how partnerships add value to Aurora Cultural Centre</li> <li>• Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation</li> <li>• Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission</li> </ul>	<ul style="list-style-type: none"> <li>• Reworked partnerships with Pine Tree Potters and SOYRA</li> </ul>
b) Support building a Cultural Leadership Team	<ul style="list-style-type: none"> <li>• Identify and engage with professional arts, cultural and heritage institutions in Aurora</li> <li>• Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative relationship is formed</li> <li>• Action Plan on deliverables in the Cultural Master Plan is in place and being implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan</li> </ul>
c) Develop clear programming objectives for relationships with community arts delivery organizations	<ul style="list-style-type: none"> <li>• Identify community arts providers</li> <li>• Identify criteria for involvement with the ACC</li> <li>• Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Community arts providers feel connected to the ACC</li> <li>• Community arts providers and professional arts organizations are connected</li> </ul>	<ul style="list-style-type: none"> <li>• List of community arts providers assembled</li> </ul>
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> <li>• Create an inviting, inclusive and participatory gathering place where community meets culture</li> <li>• Conduct a community-wide needs analysis to build relevant programs</li> </ul>	<ul style="list-style-type: none"> <li>• Community programming needs analysis completed in 2019</li> <li>• New programs in place by 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Developed new performing arts programs to meet additional community needs with an objective to include a</li> </ul>



	<ul style="list-style-type: none"> <li>• Determine which existing communities need to be reviewed for changing demographics and program relevance</li> <li>• Explore new opportunities to engage new residents, new cultural groups and youth</li> <li>• Create an inviting atmosphere for all to participate, especially new participants based on outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder and donor survey shows a high level of satisfaction with results</li> <li>• ACC is rated highly accessible and welcoming in annual survey</li> </ul>	diversity of artist representation
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The following rental clients joined us in June:

- Aurora Community Band - two Sunday evening rehearsals in Brevik
- Aurora High School – two dates for student testing, one date with piano. Booked again for next June.
- Canadian Federation of University Women – Wine and Cheese fundraiser in Brevik
- Edward Jones – Annual client appreciation event in Brevik (third annual booking at the Centre).
- Irina Poljakova – seasonal piano recital. Booked again for December and June.
- Judith Thompson-Bouchard – seasonal piano recital. Considering June 2019 dates.
- Pastel Association of Canada – week long conference in Brevik, Activity, Red and Blue
- Paul Lynham – seasonal piano recital. December date booked, June 2019 date TBD.
- SOYRA – one Executive meeting in the Library Room and one General Meeting in Brevik Hall
- Watsons Family Karate School – all day Saturday karate display and family “recital” (new booking agent)
- York Region Community & Health – volunteer appreciation event for I Count program in Brevik (four day booking in April counting homeless in YR.)
- York Region Corporate Services – management meeting in the Library Room
- York Region District School Board – four dates in the Library Room. Senior management interviewing for superintendent positions.

**GOAL 4: Maintain a solid financial foundation and sufficient human capital to achieve the goals defined by our Strategic Plan.**

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> <li>• Create opportunities for corporate co-branding</li> <li>• Launch an updated corporate sponsorship program</li> <li>• Research and apply for Corporate Foundation grants</li> </ul>	<ul style="list-style-type: none"> <li>• Co-branding partnerships established with companies</li> <li>• Increase corporate sponsorship programs to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>• 3 new corporate sponsors in place</li> <li>• 1 new corporate donor with 2-yr commitment</li> </ul>

b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> <li>• Gather and analyze information on current patrons</li> <li>• Revitalize individual gift program</li> <li>• Create a base of supporters that make an annual gift</li> <li>• Stewardship of every level of gift</li> <li>• Develop &amp; Implement legacy/planned giving program</li> </ul>	<ul style="list-style-type: none"> <li>• Audience database in place</li> <li>• Increase individual gifts to meet annual organizational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of current patrons complete</li> <li>• Major gift received</li> <li>• New campaign for classical music launched for annual donors</li> </ul>
c) Increase government funding	<ul style="list-style-type: none"> <li>• Proactively seek funding from all levels of government <ul style="list-style-type: none"> <li>○ Federal: Canadian Heritage, Canada Council for the Arts</li> <li>○ Provincial: Trillium Foundation, Ontario Arts Council</li> <li>○ Municipal: Town of Aurora</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Secure federal and provincial grants related to arts and cultural programming</li> <li>• Secure funding to adequately support annual operational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Canadian Heritage funding secured</li> <li>• Applied for OAC visual art project funding</li> </ul>
d) Grow operational reserves	<ul style="list-style-type: none"> <li>• Budget conservatively to allow windfalls to build reserve</li> <li>• Marketing strategies to generate additional revenues through participation</li> </ul>	<ul style="list-style-type: none"> <li>• Operational reserves in place</li> <li>• Strategically/conservatively invest reserves for growth</li> <li>• Financial success enables annual transfers to contingency reserves</li> </ul>	<ul style="list-style-type: none"> <li>• \$5000 transferred to contingency reserve in 2017</li> </ul>

**GOAL 5: Remain a well-managed organization that is governed by a volunteer Board of Directors, demonstrating best practices in transparency, accountability and collaboration to our customers, stakeholders, staff and donors.**

OBJECTIVES	STRATEGIES	KPIs	Jan-June 2018
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> <li>• Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system</li> <li>• Conduct regular updates for the Board on progress of strategic plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and operational plans implemented as agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Staff outlined work plans in all areas of operations for the four years of the strategic plan</li> <li>• Staff report to the Board includes strategies initiated and KPIs achieved</li> </ul>
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> <li>• Review organizational effectiveness and structure to deliver new strategic plan</li> <li>• Foster a culture that embraces change and opportunity</li> <li>• Develop a succession plan for the Executive Director for emergency and long term</li> <li>• Develop and implement compensation system</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative structure in place to support 2018-2021 Strategic Plan</li> <li>• Volunteer program has levels of participation for varying skill levels</li> <li>• Strategic plan success and milestones documented and celebrated</li> <li>• Succession Plan in place for Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource plan developed to support the strategic plan</li> <li>• Board has developed ED succession plan</li> </ul>
c) Continue visible leadership from the Board to enable	<ul style="list-style-type: none"> <li>• Create and implement a Board succession plan for key Board functions to support the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Board Self-evaluation completed annually</li> </ul>	<ul style="list-style-type: none"> <li>• 2018 Board self-evaluation complete</li> </ul>

successful implementation of the Strategic Plan	<ul style="list-style-type: none"> <li>• Create annual goals and work plan for the Board and Committees</li> <li>• Implement Board Self Evaluation and take action on areas needing development</li> <li>• Conduct governance training as required</li> <li>• Recruit highly talented Committee members to support the strategic plan implementation</li> <li>• Conduct risk assessment</li> <li>• Recruit diversity in Board membership</li> <li>• Build Board visibility at Aurora Cultural Centre and community events</li> </ul>	<ul style="list-style-type: none"> <li>• Committees defined and in place</li> <li>• Board orientation and governance manual implemented and effective</li> <li>• By-laws and governance model mapped and published on the web</li> <li>• Board well governed</li> <li>• Risk analysis completed and monitored quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Risk assessment initiated and report to the Board quarterly</li> <li>• Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, Leona Alleslev BBQ etc)</li> </ul>
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	<ul style="list-style-type: none"> <li>• Maintain status with Imagine Canada</li> <li>• Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)</li> </ul>	<ul style="list-style-type: none"> <li>• Attain reaccreditation of Imagine Canada in 2019</li> <li>• Excellent fundraising/expense ratios published on CRA website</li> <li>• Maintain charitable status</li> </ul>	<ul style="list-style-type: none"> <li>• In progress on re-accreditation of Imagine Canada</li> <li>• Currently budgeted to achieve 85% programming to \$15% administrative costs</li> </ul>

### Administration

- T3010 submitted by Auditor to CRA
- We continue to experience WIFI instability and issues within the network. Town IT Manager has prepared a report outlining what is required to move forward. A decision will need to be made on this topic as we have to renew our contract with our current service provider. **Discussion**

### Board Activities

- Executive Committee Meeting: July 6
- Finance Committee Meeting: June 28
- Fund Development Committee Meeting: July 6
- Governance Committee Meeting: July 5

### Community Connections/Artistic Events

- Cultural Partners Review – June 25<sup>th</sup>
- Tour of Country Day School Performing Arts Centre

Respectfully Submitted by  
 Suzanne Haines, Executive Director  
 Aurora Cultural Centre