



AGENDA

Board of Directors Meeting #9 2018
7:00pm

Wednesday, November 14th, 2018

Craig Mather, President

1	MOTION to Approve Agenda	All
2	MOTION to approve Minutes of previous meeting – 8(Wednesday, October 10 th , 2018)	All
3	Statements of Conflict of Interest	All
	Imagine Canada Submission and Process Review	Bonnie Kraft
4	Marketing Strategy Presentation	Jane Taylor
5	Executive Director Report Presentation of the Monthly Managerial Commentary MOTION: To receive the Monthly Managerial report as information	Suzanne Haines
6	Finance and Audit Committee 2019 Fiscal Year Budget Discussion Finance Committee update - September Results presentation MOTION To accept the Monthly Interim Financial Statements to September 30, 2018 To Receive the Finance and Audit Committee Update	Eric Acker
7	Fund Development Committee Fund Development report 2019 Fund Development Strategy MOTION To Receive the Fund Development Committee Update	Damien Chan
8	Governance and Nominating Committee	Mike Kennedy

	Update on new Board Candidate Process Update from the Governance Committee MOTION To receive the Governance and Nominating Committee Update	
9	Executive Committee Update from Committee Chair MOTION To receive the Executive Committee Update	Craig Mather
10	Notice of Special Members Meeting - December 12th, 2018	All
11	Confirmation of next Meeting – December 12 th 2018	All
12	Motion to Adjourn Meeting	All



MINUTES

Board of Directors Meeting #9 2018

7:00pm

Attendees: Craig Mather, Eric Acker, Mike Kennedy, Sharon Kelly, Damien Chan, Cllr Wendy Gaertner, Laura Hostick, Karen Johnston

Staff: Suzanne Haines

Regrets: Heidi Franken, Cllr Tom Mrakas,

Wednesday, November 14th, 2018

Craig Mather, President

1	<p>MOTION to Approve Agenda</p> <p>Moved by: Sharon Kelly Seconded by: Wendy Gaertner CARRIED</p>	All
2	<p>MOTION to approve Minutes of previous meeting – 8(Oct 10th, 2018)</p> <p>Moved by: Wendy Gaertner Seconded by: Damien Chan CARRIED</p>	All
3	Statements of Conflict of Interest	All
4	Imagine Canada Policy Submission Update	Bonnie Kraft
5	<p>Marketing Strategy Presentation</p> <p>MOTION: To receive the Marketing Strategy Presentation as information Moved by: Damien Chan Seconded by: Sharon Kelly CARRIED</p>	Jane Taylor
6	<p>Executive Director Report</p> <p>Presentation of the Monthly Managerial Commentary</p> <p>MOTION: To receive the Monthly Managerial report as information</p>	Suzanne Haines

	<p>Moved by: Karen Johnston Seconded by: Eric Acker CARRIED</p>	
7	<p>Finance and Audit Committee</p> <p>2019 Fiscal Year Budget Discussion Finance Committee update - August Results presentation</p> <p>MOTION To receive the Monthly Interim Financial Statements to September 30, 2018</p> <p>Moved by: Eric Acker Seconded by: Laura Hostick CARRIED</p> <p>MOTION To approve the 2019 Budget with ask</p> <p>Moved by: Eric Acker Seconded by: Laura Hostick CARRIED</p>	Eric Acker
8	<p>Fund Development Committee</p> <p>Fund Development report</p> <p>MOTION To Receive the Fund Development Committee Update Moved by: Damien Chan Seconded by: Karen Johnston CARRIED</p>	Damien Chan
9	<p>Governance and Nominating Committee</p> <p>Update on new Board Candidate Process Update from the Governance Committee</p> <p>MOTION To receive the Governance and Nominating Committee Update Moved by: Mike Kennedy Seconded by: Eric Acker CARRIED</p> <p>MOTION To accept the Risk Assessment Plan as reviewed</p>	Mike Kennedy

	<p>Moved by: Mike Kennedy Seconded by: Sharon Kelly CARRIED</p> <p>MOTION To approve the updated FD1 – Fundraising Activity Policy as reviewed Moved by: Karen Johnston Seconded by: Damien Chan CARRIED</p>	
10	<p>Executive Committee</p> <p>Update from Committee Chair MOTION To receive the Executive Committee Update Moved by: Damien Chan Seconded by: Sharon Kelly CARRIED</p>	Craig Mather
11	Other Business: Notice of Special Meeting of the Members	All
12	Confirmation of next Meeting – December 12 th 2018 5pm	All
13	<p>Motion to Adjourn Meeting</p> <p>Moved by: Karen Johnston Seconded by: Damien Chan CARRIED</p> <p>9:55pm</p>	All

Craig Mather, President

Date

Karen Johnston, Secretary

Date

Board of Directors – November 14, 2018

EXECUTIVE DIRECTOR'S UPDATE October 2018

This ED report has been reformatted to serve reporting needs on the 2018-2021 Strategic Plan.

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

OBJECTIVES	STRATEGIES	Jan-Oct 2018	Annual KPIs
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> Strategically increase programming in popular music, classical music, family/children's performances, and theatre Build programming for in school Develop partnerships for offsite and site specific performances 	<ul style="list-style-type: none"> 20 events Addition of a Toddler series First puppetry event Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest. Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings 	<ul style="list-style-type: none"> Increase in the number and diversity of performing arts events (2017 = 13 events) Excellent and recurring programming relationships with schools Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys
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"> Develop relationships with all school boards on Mayor's Celebration for Youth Arts. Develop guidelines and policy governing how group exhibitions are programmed Develop curated/curator tour program for each exhibit Promote fine art sales in professional gallery shows to the community 	<ul style="list-style-type: none"> Initiated developing guidelines group exhibitions Research on best practices of tours and promoting educational activities YTD: Tours, 297 participants New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors. Increased new audience exposure for Rebecca Last's reception held in conjunction with Doors Open (568 visitors). Interaction with visitors from outside local area – Toronto, Brampton, Mississauga 	<ul style="list-style-type: none"> Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys 20% increase in participation in Ways of Seeing lecture series Two formalized curated tours per professional visual art show
c) Be a venue for artistic education that offers unique experiences	<ul style="list-style-type: none"> Program educational classes with artistically trained instructors Offer a diversity of classes that complement and build 	<ul style="list-style-type: none"> In conversation with town about who will program what level to ensure full spectrum is offered Developed over the summer "The Art of Japanese Ink" 	<ul style="list-style-type: none"> Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys 80% overall enrollment in programs/demand

professional instructors	on Town access programs <ul style="list-style-type: none"> • Build new educational synergies with other ACC programs • Build new educational opportunities during school closures for adults, children and youth 	Painting (Sumi-E) class to take place in the Fall 2018 season. <ul style="list-style-type: none"> • Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August. • Launched PA day full day program for Winter session 	
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Professional Live Performance Series

The 2018-2019 Professional Series Brochure is now available and tickets are on sale for all events. We hosted one Brevik Hall presents concert in October. The audience was small but over 90% were new audience for the Aurora Cultural Centre from Aurora and surrounding communities.

Date	Artist/Event	Series	Audience
October 12	Alysha Brilla	Brevik Hall Presents	66

Gallery & Exhibitions

In October, we hosted

Date	Artist	Title of Exhibition	Description	Events
August 11 - November 24, 2018	JANINE WHEELER	(through)Thick & Thin	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.	Art talk and tour with Curator Stephanie Nicolò – Oct 3 Artist reception: October 24 from 6-8pm
October 6 – November 10, 2018	TROY HOURIE	Apparitions	An immersive mixed-media installation composed of <i>The Bed</i> , <i>The Attic</i> and <i>The Writing Cabinet</i> . An immersive mixed-media installation examining the idea of “designing for wonder” by exploring the mysterious nature of Britten’s opera <i>The Turn of the Screw</i> . <i>Apparitions</i> is a long term inter-arts project and this exhibition will form its final iteration.	Artist Reception: October 20 1pm-4pm Artist Performance – October 31 st , 6pm

Educational Programs

Fall classes started on September 3rd. All classes, workshops and short courses ran in the term. Winter registrations launched on November 7th. Town of Aurora Program Guide comes out November 8th with all winter classes, workshops and short courses listed.

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

Please note there will be a staff presentation on Marketing Strategies for the company at the Board meeting.

OBJECTIVES	STRATEGIES	Jan-Oct 2018	Annual KPIs
<p>a) Build Aurora Cultural Centre brand awareness and brand recognition</p>	<ul style="list-style-type: none"> • Advocate for highly visible signage for the venue with Aurora Cultural Centre programming • Create corporate partnerships to build brand awareness and recognition • Create awareness that culture is an integral part of community life • Establish current brand as a highly-regarded destination for professional visual and live performing arts programming • Create awareness of community engagement and outreach programming • Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct • Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre. 	<ul style="list-style-type: none"> • Temporary Outdoor sign approved by Council. Permanent sign will be part of signage strategy for the cultural precinct. We continue to work with Town staff on specifications. • Research and quote now in-house for fabric banners to update outdoor 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 Q4 • Planning Family Day 2019 with TOA to create synergistic programming • Completed comprehensive audit of professional performing arts/drama/music/gallery venue marketing collateral to gather information on best practices in advance of the creation of our own in-house 2018-19 Professional Arts Season brochure. Distributed to 20K households on September 13 through The Auroran. Will be distributed in Globe & Mail 	<ul style="list-style-type: none"> • 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) • Track and report on unique visitors to the Centre • Increase visitors to the venue (baseline 30,000 in 2017)
<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> • Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora • Build relationships with ethnic media • Reach out to real estate professionals and housing developers • Partner with school boards to create awareness for existing and new programs • Document and report on outreach to all culturally specific community associations to invite participation • Collect demographic information on patrons to further analyze participation 	<ul style="list-style-type: none"> • AHS Newcomer Tour to end with ACC and an outline of our programs • Participation in the Multicultural Festival 	<ul style="list-style-type: none"> • Increase the diversity of participation from all geographic regions of the community • Measure, document and report on level of participation with school boards and youth • Report on the benefits of participation in youth programs

<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> • Build high performing website • Generate visibility and brand recognition through e-marketing and social media • Build and leverage relationships with local media • Implement more advertising as budgets permit • Develop and implement volunteer docent program • Invite volunteers from corporate community • Engage in increased government relations with MPs MPPs, Councillors and Mayor • Work with Town to promote success of new Cultural Precinct 	<ul style="list-style-type: none"> • Website Process started Q2 and continuing through Q3 & Q4 • Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline • Update Trip Advisor online listing and obtain marketing collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON • Continue Constant Contact campaigns, social media updates, and tracking google analytics • Subscribing to Buffer social media platform to manage evergreen content and scheduling of all platform content 	<ul style="list-style-type: none"> • Growth in media coverage • Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors
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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	Jan-Oct 2018	Annual KPIs
<p>a) Develop strong and relevant partnerships for the Aurora Cultural Centre</p>	<ul style="list-style-type: none"> • Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes • Clearly define roles and responsibilities of partners involved in ACC relationships • Proactively maintain solid relationships with partners 	<ul style="list-style-type: none"> • Reworked partnerships with Pine Tree Potters and SOYRA • Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours. 	<ul style="list-style-type: none"> • Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
<p>b) Support building a Cultural Leadership Team</p>	<ul style="list-style-type: none"> • Identify and engage with professional arts, cultural and heritage institutions in Aurora • Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan 	<ul style="list-style-type: none"> • Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan 	<ul style="list-style-type: none"> • Collaborative relationship is formed • Action Plan on deliverables in the Cultural Master Plan is in place and being implemented
<p>c) Develop clear programming objectives for</p>	<ul style="list-style-type: none"> • Identify community arts providers • Identify criteria for involvement with the ACC 	<ul style="list-style-type: none"> • List of community arts providers assembled 	<ul style="list-style-type: none"> • Community arts providers feel connected to the ACC

relationships with community arts delivery organizations	<ul style="list-style-type: none"> Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan 		<ul style="list-style-type: none"> Community arts providers and professional arts organizations are connected
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> Create an inviting, inclusive and participatory gathering place where community meets culture Conduct a community-wide needs analysis to build relevant programs Determine which existing communities need to be reviewed for changing demographics and program relevance Explore new opportunities to engage new residents, new cultural groups and youth Create an inviting atmosphere for all to participate, especially new participants based on outreach activities 	<ul style="list-style-type: none"> Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation Extended customer survey to outside current market to gain broader feedback 	<ul style="list-style-type: none"> Community programming needs analysis completed in 2019 New programs in place by 2021 Stakeholder and donor survey shows a high level of satisfaction with results ACC is rated highly accessible and welcoming in annual survey

The following rental clients joined us in October:

Third Age Learning York Region	Brevik Hall	Four Mondays in October	Seminar for 150 people each date
SOYRA	Brevik & LR	October Schedule	One Executive, and one General Meeting
Aurora Community Band	Brevik Hall	October Rehearsal	Three Sunday evening rehearsals
Addiction Services of YR	Brevik Hall	Monday, October 1	Q4 staff training
Family Services of YR	Brevik Hall	Wednesday, October 3	FSYR'S launch of staff's United Way campaign. Pot-luck, prizes and giving.
Michelle Hodgson	Brevik Hall	Saturday, October 6	Private Celebration for Wedding Anniversary
Camphill Communities	Library Room	Thursday, October 11	Board of Directors Meeting
ORMTA Newmarket & Area	Brevik & LR	Saturday, October 13	Evening - Young Artist Tour co-sponsored with ORMTA Stouffville
ImprovAbility	Brevik Hall	Saturday, October 20	Fundraiser by and for ImprovAbility, improv and drama programs for Autistic Young Adults
Kerry's Place	Brevik Hall	Tuesday, October 16	Stakeholder/client evening of entertainment and awareness.
OPSEU Local 304	Brevik Hall	Tuesday, October 23	Union meeting for 150 people. First booking. Looking at another date in the spring
Camphill Communities	Library Room	Tuesday, October 23	Board of Directors Meeting
York Region Community & Health	Library Room	Tuesday, October 23	Department training

Gran Aurora	Brevik Hall	Monday, October 29	Fundraiser in support of Stephen Lewis Foundation. Author Event with Astronaut Dave Williams, sold out 150
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GOAL 4: Maintain a solid financial foundation and sufficient human capital to achieve the goals defined by our Strategic Plan.

OBJECTIVES	STRATEGIES	Jan-Oct 2018	Annual KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> • Create opportunities for corporate co-branding • Launch an updated corporate sponsorship program • Research and apply for Corporate Foundation grants 	<ul style="list-style-type: none"> • 2 new corporate sponsors in place • 1 new corporate donor with 2-yr commitment 	<ul style="list-style-type: none"> • Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs
b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> • Gather and analyze information on current patrons • Revitalize individual gift program • Create a base of supporters that make an annual gift • Stewardship of every level of gift • Develop & Implement legacy/planned giving program 	<ul style="list-style-type: none"> • Analysis of current patrons complete • Major gift received • Fortissimo, classical music campaign is \$335 away from achieving \$10k goal 	<ul style="list-style-type: none"> • Audience database in place • Increase individual gifts to meet annual organizational needs
c) Increase government funding	<ul style="list-style-type: none"> • Proactively seek funding from all levels of government <ul style="list-style-type: none"> o Federal: Canadian Heritage, Canada Council for the Arts o Provincial: Trillium Foundation, Ontario Arts Council o Municipal: Town of Aurora 	<ul style="list-style-type: none"> • Canadian Heritage funding secured 	<ul style="list-style-type: none"> • Secure federal and provincial grants related to arts and cultural programming • Secure funding to adequately support annual operational needs
d) Grow operational reserves	<ul style="list-style-type: none"> • Budget conservatively to allow windfalls to build reserve • Marketing strategies to generate additional revenues through participation 	<ul style="list-style-type: none"> • \$5000 transferred to contingency reserve in 2017 	<ul style="list-style-type: none"> • Operational reserves in place • Strategically/conservatively invest reserves for growth • Financial success enables annual transfers to contingency reserves

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	Jan-Oct 2018	Annual KPIs
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> • Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system • Conduct regular updates for the Board on progress of strategic plan implementation 	<ul style="list-style-type: none"> • Staff outlined work plans in all areas of operations for the four years of the strategic plan • Staff report to the Board includes strategies initiated and KPIs achieved 	<ul style="list-style-type: none"> • Strategic and operational plans implemented as agreed

<p>b) Implement Organizational Development changes to best implement Strategic Plan</p>	<ul style="list-style-type: none"> Review organizational effectiveness and structure to deliver new strategic plan Foster a culture that embraces change and opportunity Develop a succession plan for the Executive Director for emergency and long term Develop and implement compensation system 	<ul style="list-style-type: none"> Human Resource plan developed to support the strategic plan Board developed ED succession plan First phase of compensation program developed Review all Board and operational policy 	<ul style="list-style-type: none"> Administrative structure in place to support 2018-2021 Strategic Plan Volunteer program has levels of participation for varying skill levels Strategic plan success and milestones documented and celebrated Succession Plan in place for Executive Director
<p>c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan</p>	<ul style="list-style-type: none"> Create and implement a Board succession plan for key Board functions to support the Strategic Plan Create annual goals and work plan for the Board and Committees Implement Board Self Evaluation and take action on areas needing development Conduct governance training as required Recruit highly talented Committee members to support the strategic plan implementation Conduct risk assessment Recruit diversity in Board membership Build Board visibility at Aurora Cultural Centre and community events 	<ul style="list-style-type: none"> 2018 Board self-evaluation complete Risk assessment initiated and report to the Board quarterly Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, MP/MPP community events etc) 	<ul style="list-style-type: none"> Board Self-evaluation completed annually Committees defined and in place Board orientation and governance manual implemented and effective By-laws and governance model mapped and published on the web Board well governed Risk analysis completed and monitored quarterly
<p>d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting</p>	<ul style="list-style-type: none"> Maintain status with Imagine Canada Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense) 	<ul style="list-style-type: none"> August TYD reporting 84% programming to 16% administrative costs In progress on re-accreditation of Imagine Canada; IC staff review of submission outlined some tweaks to the entries. All updates to be completed by November 15 	<ul style="list-style-type: none"> Attain reaccreditation of Imagine Canada in 2019 Excellent fundraising/expense ratios published on CRA website Maintain charitable status

Administration

- Website work continues. Elissa Chan has been retained as Project Coordinator to complete the project to implementation in January.
- Project to transition to the Town IT infrastructure continues.

- Meridian support for the Meridian Magic Carpet season announcement made October 16th, 2018 with photo opportunity and press response.
- One of our founding volunteers, Grant McLeod, passed away October 9, 2018. Grant was our bartender at concerts. A memorial service was held November 4th at the Aurora Cultural Centre.

Facilities

- New part time staff are being trained to support library square facilities
- Continue to manage Brevik Hall floor remediation with Town staff
- Lights for the art installation still be in installed, Town staff are aware of the project
- Temporary outdoor sign: met with Town staff September 25th. No further communication.

Board Activities

- Executive Committee Meeting: November 13
- Finance Committee Meeting: November 8
- Fund Development Committee Meeting: October 16
- Governance Committee Meeting: November 7

Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Participated in a meeting with acoustical consultant for the new performance hall with Town staff and consultants.
- Met Bruce Gorman, new CEO of the Aurora Public Library
- Met with Samantha Rodin, YRAC regarding Advocacy project
- Met Canadian Heritage program officer
- We hosted an Aurora Chamber of Commerce Business After 5 on November 1, 2018.
- I attended Theatre Aurora's Daniel Maclvor double bill of one act plays on November 1, 2018

Respectfully Submitted by
 Suzanne Haines, Executive Director
 Aurora Cultural Centre