



## AGENDA

Board of Directors Meeting #8 2018  
7:00pm

Wednesday, October 10<sup>th</sup>, 2018

Craig Mather, President

|   |   |                |
|---|---|----------------|
| 1 | <b>MOTION</b> to Approve Agenda   | All            |
| 2 | <b>MOTION</b> to approve Minutes of previous meeting – 7(Thursday, September 13 <sup>th</sup> , 2018)   | All            |
| 3 | Statements of Conflict of Interest  | All            |
| 4 | Imagine Canada Policy Submission Update   | Bonnie Kraft   |
| 5 | <p><b>Executive Director Report</b></p> <p>Presentation of the Monthly Managerial Commentary</p> <p><b>MOTION:</b><br/>To receive the Monthly Managerial report as information</p>  | Suzanne Haines |
| 6 | <p><b>Finance and Audit Committee</b></p> <p>Initiate 2019 Fiscal Year Budget Discussion<br/>Finance Committee update - August Results presentation</p> <p><b>MOTION</b><br/>To accept the Monthly Interim Financial Statements to August 31, 2018</p> <p>To Receive the Finance and Audit Committee Update</p> | Eric Acker     |
| 7 | <p><b>Fund Development Committee</b></p> <p>Fund Development report<br/>2019 Fund Development Strategy</p> <p><b>MOTION</b><br/>To Receive the Fund Development Committee Update</p>  | Karen Johnston |
| 8 | <p><b>Governance and Nominating Committee</b></p> <p>Update on new Board Candidate Process<br/>Update from the Governance Committee</p>   | Mike Kennedy   |

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|    | <b>MOTION</b><br>To receive the Governance and Nominating Committee Update  |              |
| 9  | <b>Executive Committee</b><br><br>Update from Committee Chair<br><b>MOTION</b><br>To receive the Executive Committee Update | Craig Mather |
| 10 | <b>Other Business</b>   | All          |
| 11 | Confirmation of next Meeting – November 14 <sup>th</sup> 2018   | All          |
| 12 | <b>Motion</b> to Adjourn Meeting  | All          |



## MINUTES

Board of Directors Meeting #8 2018

7:00pm

**Attendees:** Craig Mather, Eric Acker, Mike Kennedy, Cllr Wendy Gaertner, Laura Hostick, Karen Johnston

**Staff:** Suzanne Haines

**Regrets:** Heidi Franken, Damien Chan, Sharon Kelly, Cllr Tom Mrakas

Wednesday, October 10<sup>th</sup>, 2018

Craig Mather, President

|   |   |                |
|---|---|----------------|
| 1 | <p><b>MOTION</b> to Approve Agenda</p> <p>Moved by: Eric Acker<br/>Seconded by: Mike Kennedy<br/>CARRIED</p>  | All            |
| 2 | <p><b>MOTION</b> to approve Minutes of previous meeting – 7(Thursday, September 13<sup>th</sup>, 2018)</p> <p>Moved by: Karen Johnston<br/>Seconded by: Laura Hostick<br/>CARRIED</p>   | All            |
| 3 | Statements of Conflict of Interest  | All            |
| 4 | Imagine Canada Policy Submission Update   | Deferred       |
| 5 | <p><b>Executive Director Report</b><br/>Presentation of the Monthly Managerial Commentary</p> <p><b>MOTION:</b><br/>To receive the Monthly Managerial report as information<br/>Moved by: Karen Johnston<br/>Seconded by: Laura Hostick<br/>CARRIED</p> | Suzanne Haines |
| 6 | <p><b>Finance and Audit Committee</b><br/>Initiate 2019 Fiscal Year Budget Discussion<br/>Finance Committee update - August Results presentation</p> <p><b>MOTION</b><br/>To accept the Monthly Interim Financial Statements to August 31, 2018</p>     | Eric Acker     |

|    |   |                           |
|----|---|---------------------------|
|    | <p>To Receive the Finance and Audit Committee Update<br/> Moved by: Eric Acker<br/> Seconded by: Karen Johnston<br/> CARRIED</p>  |                           |
| 7  | <p><b>Fund Development Committee</b><br/> Fund Development report<br/> 2019 Fund Development Strategy</p> <p><b>MOTION</b><br/> To Receive the Fund Development Committee Update<br/> Moved by:<br/> Seconded by:<br/> CARRIED</p>  | Deferred to November 14th |
| 8  | <p><b>Governance and Nominating Committee</b><br/> Update on new Board Candidate Process<br/> Update from the Governance Committee</p> <p><b>MOTION</b><br/> To receive the Governance and Nominating Committee Update<br/> Moved by: Wendy Gaertner<br/> Seconded by: Laura Hostick<br/> CARRIED</p> | Mike Kennedy              |
| 9  | <p><b>Executive Committee</b><br/> Update from Committee Chair</p> <p><b>MOTION</b><br/> To receive the Executive Committee Update<br/> Moved by: Mike Kennedy<br/> Seconded by: Wendy Gaertner<br/> CARRIED</p>  | Craig Mather              |
| 10 | <b>Other Business</b>   | All                       |
| 11 | <p>Confirmation of next Meeting – November 14<sup>th</sup> 2018</p> <p>Moved by: Mike Kennedy<br/> Seconded by: Laura Hostick<br/> CARRIED</p>  | All                       |
| 12 | <p><b>Motion</b> to Adjourn Meeting</p> <p>Moved by: Sharon Kelly<br/> Seconded by: Wendy Gaertner<br/> CARRIED</p>   | All                       |

## Board of Directors – October 10, 2018

### EXECUTIVE DIRECTOR'S UPDATE September 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-Sept 2018  | Annual KPIs   |
|--|---|--|---|
| 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>20 events</li> <li>Addition of a Toddler series</li> <li>First puppetry event</li> <li>Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest.</li> <li>Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings</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> |
| 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>Initiated developing guidelines group exhibitions</li> <li>Research on best practices of tours and promoting educational activities</li> <li>YTD: Tours, 297 participants</li> <li>New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors.</li> <li>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</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>                     |
| c) Be a venue for artistic education that offers unique experiences  | <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</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>  | <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>   |

|                          |   |   |  |
|--------------------------|---|---|--|
| professional instructors | <ul style="list-style-type: none"> <li>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>Developed over the summer "The Art of Japanese Ink Painting (Sumi-E) class to take place in the Fall 2018 season.</li> <li>Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August.</li> </ul> |  |
|--------------------------|---|---|--|

### Professional Live Performance Series

The 2018-2019 Professional Series Brochure is now available and tickets are on sale for all events. We hosted one community event in September

| Date         | Artist/Event | Series                        | Audience                    |
|--------------|--------------|-------------------------------|-----------------------------|
| September 29 | Culture Days | Free Community Special Events | 100<br>(up from 38 in 2017) |

Ticket sales launched on September 4<sup>th</sup>, 2018 for all ticketed events in the 2018-2019 season.

### Gallery & Exhibitions

The 2018-2019 Gallery series began as below:

| Date                           | Artist         | Title of Exhibition                        | Description  | Events   |
|--------------------------------|----------------|--|--|--|
| August 11 - September 29, 2018 | REBECCA LAST   | Cassandra's garden; tracing shifted ground | Large scale acrylic paintings of environmental power - speaking to our complex interconnectedness with the natural world.  | Art talk with Rebecca Last- Wed Sept 19 – 6:00 pm to 7:30 pm |
| 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      |

### Educational Programs

Fall classes started on September 3<sup>rd</sup>.

#### Classes for Children & Teens

|   |           |                    |                       |
|---|-----------|--------------------|-----------------------|
| Abstract Ideas & Mixed Media, Age 4 – 6 | Saturdays | 9:00 am – 11:00 am | Sept 29 – November 24 |
| Art Through the Ages, Ages 7 – 10       | Saturdays | 11:30 am -1:30 pm  | Sept 29 – November 24 |
| Colour Around Us, Ages 11 – 15          | Saturdays | 2:00 pm – 4:00 pm  | Sept 29 – November 24 |
| After School You Can Uke It!, Ages 8+   | Tuesdays  | 4:30 pm – 5:30 pm  | Sept 25 - November 13 |

#### Classes for Adults (16+)

|                               |          |                   |                            |
|-------------------------------|----------|-------------------|----------------------------|
| Drawing, Sketching, Pen & Ink | Mondays  | 6:30 pm – 8:30 pm | September 24 - November 19 |
| Wood Carving                  | Mondays  | 6:30 pm – 8:30 pm | September 24 - November 19 |
| Ukulele for Beginners         | Tuesdays | 6:30 pm – 7:30 pm | September 25 - November 13 |
| Beginning Guitar              | Tuesdays | 7:45 pm - 8:45 pm | September 25 - November 13 |

|   |           |                     |                            |
|---|-----------|---------------------|----------------------------|
| Start Painting Now with Acrylics!         | Tuesdays  | 6:30 pm – 9:00 pm   | September 25 - November 13 |
| Expand Your Horizons in Acrylics Level 2  | Thursdays | 6:30 pm – 9:00 pm   | Sept 27 - November 15      |
| Exploring Watercolours (Intermediate/Adv) | Thursdays | 10:00 am – 12:30 pm | Sept 27 - November 22      |
| Exploring Watercolours (Intermediate/Adv) | Thursdays | 1:30 pm – 4:00 pm   | Sept 27 - November 22      |
| Watercolours: Basics & Beyond             | Thursdays | 7:00 pm - 9:00 pm   | Sept 27 - November 22      |
| Creative Photography                      | Thursdays | 6:30 pm - 8:30 pm   | Sept 27 - November 1       |
| Open Studio                               | Tuesdays  | 10:00 am – 3:00 pm  | Sept 25 – November 13      |

Short Courses & One-Day Workshops for Adults (16+)

|  |            |                    |                         |
|--|------------|--------------------|-------------------------|
| <b>NEW!</b> The Process of Portraiture       | Saturday   | 10:00 am – 4:00 pm | September 22            |
| Traditional Glaze Oil Painting               | Wednesdays | 6:30 pm – 9:00 pm  | Sept 26 – October 24    |
| The Magic of Pastels                         | Saturday   | 10:00 am - 4:00 pm | October 13              |
| <b>NEW!</b> Brilliant Botanicals of Fall     | Saturday   | 9:30 am – 4:30 pm  | October 20              |
| <b>NEW!</b> The Art of Japanese Ink Painting | Saturday   | 10:00 am – 3:00 pm | October 27              |
| <b>NEW!</b> Watercolour Birds                | Tuesdays   | 10:00 am – 3:00 pm | October 30 & November 6 |

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

| OBJECTIVES  | STRATEGIES  | Jan-Sept 2018   | Annual KPIs   |
|---|---|---|---|
| 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 visual and live performing arts programming</li> <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> </ul> | <ul style="list-style-type: none"> <li>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.</li> <li>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</li> <li>Planning Family Day 2019 with TOA to create synergistic programming</li> <li>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 &amp; Mail</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> <li>Track and report on unique visitors to the Centre</li> <li>Increase visitors to the venue (baseline 30,000 in 2017)</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul>  |  |  |
| <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>AHS Newcomer Tour to end with ACC and an outline of our programs</li> <li>Participation in the Multicultural Festival</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> |
| <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</li> </ul>   | <ul style="list-style-type: none"> <li>Website Process started Q2 and continuing through Q3 &amp; Q4</li> <li>Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline</li> <li>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</li> <li>New schedule of regular updating of Google listing, with timely posts and new photographs.</li> <li>Taking over Admin of Centre's LinkedIn page from Frank P.</li> <li>Two FB ad campaigns completed in September</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>  |



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|  | <p>volunteer docent program</p> <ul style="list-style-type: none"> <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>○ “Saturday Art Classes for Children” (Sept 14 – 21); 14 event responses; 1903 impressions, \$2.86/event response</li> <li>○ “From Drawing &amp; Sketching...” Adult classes; 30 Link Clicks; 1433 impressions, \$0.38/link click</li> <li>• RBC Foundation announcement on September 26; media release to media list, Mayor &amp; Council and key Town of Aurora staff, Centre staff &amp; Board, MP, MPP; e-blast to 1710 on database; 42% open rate</li> <li>• Highly successful Twitter &amp; Instagram campaigns with Ontario Culture Days; Meredith from the organization came to our Global Beats Petting Zoo, participated and Tweeted/’Grammed out. This was captured in a round-up from Ontario Culture Days showcasing highlights from around the province.</li> <li>• 5 targeted Constant Contact campaigns during September, averaging 41% Open Rate and further 14% click rate</li> <li>• . This past month on Google, we <b>increased</b>: <ul style="list-style-type: none"> <li>○ Direction requests by 180%</li> <li>○ Website visits by 23%</li> <li>○ Photo views (3.45K) by 20%</li> </ul> </li> <li>• Demographics - Top 5 communities who accessed our website in September: <ul style="list-style-type: none"> <li>○ Aurora (28%), Toronto (19%), Newmarket (14%), Richmond Hill (5%), Markham (3%)</li> </ul> </li> <li>• Device usage <ul style="list-style-type: none"> <li>○ Desktop (53%), Mobile (35%), Tablet (12%)</li> </ul> </li> <li>• Acquisitions <ul style="list-style-type: none"> <li>○ Organic Search 48%</li> <li>○ Direct Search 42%</li> <li>○ Referral 6%</li> <li>○ Social Media redirect 4%</li> </ul> </li> </ul> |  |
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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-Sept 2018  | Annual KPIs  |
|---|---|--|--|
| <p>a) Develop strong and relevant partnerships for the Aurora Cultural Centre</p> | <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>• Reworked partnerships with Pine Tree Potters and SOYRA</li> <li>• Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours.</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> </ul> |

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|  |   |  | <ul style="list-style-type: none"> <li>Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission</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>Participated in Cultural Partners review to understand cultural players and discuss activating 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>  |
| 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>List of community arts providers assembled</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>   |
| 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> <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>Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation</li> <li>Extended customer survey to outside current market to gain broader feedback</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> <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> |

The following rental clients joined us in September:

|                                |             |                    |   |
|--------------------------------|-------------|--------------------|---|
| Private booking                | Brevik Hall | Sun, September 16  | Celebration of Life   |
| SOYRA                          | Brevik & LR | September Schedule | Executive Mtg cancelled but paid for, plus General Meeting  |
| CIBC                           | Red Gallery | Mon, September 17  | Evening "High Value Event" for clients, with artist Rebecca Last  |
| York Region Corporate Services | Brevik Hall | Fri, September 14  | Daytime Department Meeting.   |
| Sandgate Womens Shelter        | Brevik Hall | Tues, September 18 | Evening AGM. We continue to be the venue for their AGM. They are going elsewhere for "regular" meetings citing our rate increase and budgetary constraints. |

|                                    |             |                              |   |
|------------------------------------|-------------|------------------------------|---|
| Soroptimist Intl York Region       | Brevik Hall | Sat, September 22            | "Lunafest Films By, For, About Women screening. Non-profit fundraiser. First time booking |
| Children's Aid Society York Region | Brevik Hall | Wed, September 12            | Facilitated stakeholder engagement sessions in the evening.                               |
| Children's Aid Society York Region | Red Gallery | Sun, September 24            | Special Sunday workshop for 20 senior managers.   |
| Aurora Community Band              | Brevik      | September Rehearsal Schedule | Four Sunday rehearsals  |

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

| OBJECTIVES   | STRATEGIES   | Jan-Sept 2018  | Annual KPIs  |
|--|--|--|--|
| 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>• 2 new corporate sponsors in place</li> <li>• 1 new corporate donor with 2-yr commitment</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>                                     |
| 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>• Analysis of current patrons complete</li> <li>• Major gift received</li> <li>• New campaign for classical music launched for annual donors</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>  |
| 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>o Federal: Canadian Heritage, Canada Council for the Arts</li> <li>o Provincial: Trillium Foundation, Ontario Arts Council</li> <li>o Municipal: Town of Aurora</li> </ul> </li> </ul>      | <ul style="list-style-type: none"> <li>• Canadian Heritage funding secured</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>                         |
| 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>• \$5000 transferred to contingency reserve in 2017</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> |

**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-Sept 2018  | Annual KPIs  |
|---|--|--|--|
| 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>• 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>   | <ul style="list-style-type: none"> <li>• Strategic and operational plans implemented as agreed</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>• Human Resource plan developed to support the strategic plan</li> <li>• Board developed ED succession plan</li> <li>• First phase of compensation program developed</li> <li>• Review all Board and operational policy</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>                                      |
| c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan | <ul style="list-style-type: none"> <li>• Create and implement a Board succession plan for key Board functions to support the Strategic Plan</li> <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>• 2018 Board self-evaluation complete</li> <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> | <ul style="list-style-type: none"> <li>• Board Self-evaluation completed annually</li> <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> |
| 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>• In progress on re-accreditation of Imagine Canada</li> <li>• August TYD reporting 84% programming to 16% administrative costs</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>  |

## Administration

- Website update to new theme is completed. Research into database and e-commerce solution in progress.
- Project to transition to the Town IT infrastructure continues.
- Megan Thompson was chosen and has been trained as the staff Health & Safety representative. A program is being developed to support staff and facility needs.
- OAC Music Presenters project grant submitted September 28<sup>th</sup>
- Canadian Heritage Canada Arts Presentation Grant for 2019-2020 submitted October 1
- Bartender services will now be provided by Facility Supervisors during events.
- Patron visits:

Why they visited us in September 2018:

| Galleries: | Rentals: | Programs/Events: | Visitors: | Other: | Total |
|------------|----------|------------------|-----------|--------|-------|
| 104        | 1055     | 454              | 8         | 107    | 1730  |

Why they visited us in September 2017:

| Galleries: | Rentals: | Programs/Events: | Visitors: | Other: | Total |
|------------|----------|------------------|-----------|--------|-------|
| 151        | 1848     | 302              | 30        | 72     | 2403  |

We did see growth in numbers for our programs and events, Culture Days specifically did see a growth in attendance from last year (152). We had a slight dip in our gallery visitors, but the most significant difference is the number of individuals who came here for a rental (difference of 793).

## Facilities

- Town bringing in consultant to assess repair and regular maintenance needs of the heritage floors. This will dictate immediate repairs requires and future maintenance.
- Health & Safety tour being conducted by the Town JHSC to assess the workplace for their staff.
- Brevik lightbulb replacements to LED bulbs started in September, and will finish in October. This should improve the lifespan and reduce their costs.
- The Town included the cleaning of the Centre's benches and scooter chairs as part of their upholstery cleaning project
- Semi-annual window cleaning done.

## Board Activities

- Finance Committee Meeting: September 27
- Fund Development Committee Meeting: September 18
- Governance Committee Meeting: October 9

## Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Town asked for a formal consultation on the extension to 22 Church Street. Eric Acker and I met with Shawna White on September 14th to discuss current iteration of the plans

and give feedback. An organizational profile will be included as one of the cultural partners in the business plan for the extension.

- Participated in a meeting on backstage requirements for the new performance hall with Town staff and consultants.
- Attended October 18<sup>th</sup> Town Council meeting to support Staff recommendation for signage for the facility. Council accepted the motion to remove the condition on the funding for the signage project for the venue and added a temporary sign to be installed until the signage project for Library Square is in place.
- Visit to Niagara College in Niagara-on-the-Lake to meet staff and discuss future collaboration.
- Met Gord Shephard, Conductor for the Aurora Community Band and Borealis Jazz Band.
- RBC Cheque presentation and announcement of support on September 26<sup>th</sup>

Respectfully Submitted by  
Suzanne Haines, Executive Director  
Aurora Cultural Centre