



## AGENDA

Board of Directors Meeting #7 2018  
7:00pm

Thursday September 13<sup>th</sup>, 2018

Eric Acker, Vice President

1	<b>MOTION</b> to Approve Agenda	All
2	<b>MOTION</b> to approve Minutes of previous meeting – 6 (July 11 <sup>th</sup> , 2018)	All
3	Statements of Conflict of Interest	All
4	<p><b>Executive Director Report</b></p> <p>Q2 2018 Managerial Commentary</p> <p><b>MOTION:</b> To approve the Managerial Commentary for Q2 2018, AND that Q2 Commentary be sent to Town of Aurora, AND that Q2 Commentary be made available for public release.</p> <p>Presentation of Compliance Certificate and Complaints Statement.</p> <p>Presentation of September ED Report (July-August 2018 Activity)</p> <p><b>MOTION:</b> To receive the September 2018 ED report as information</p>	Suzanne Haines
5	<p><b>Finance Committee</b></p> <p>Q2 2018 Unaudited Interim Financial Statements</p> <p><b>MOTION:</b> To approve the unaudited interim financial statements for the 6 months ended at June 30, 2018 (the Q2 Report) and to approve the filing of the Q2 Report with the Town of Aurora as per the Provision of Cultural Services Agreement.</p> <p>Finance Committee update</p> <p><b>MOTION</b> To Receive the Finance Committee Update</p>	Eric Acker
6	<p><b>Fund Development Committee</b></p> <p>Imagine Canada Policy Review</p> <p><b>MOTION</b></p>	Damien Chan

	<p>To approve the updated FD1 – Fundraising Policy as presented  To approve the updated FD2 – Donor Policy as presented  To approve the updated FD3 – Gift Policy as presented  To confirm these are all of the policies in place for fund development.</p> <p>Fund Development report  <b>MOTION</b>  To Receive the Fund Development Committee Update</p>	
7	<p><b>Governance and Nominating Committee</b></p> <p>Imagine Canada Policy Review  <b>MOTION:</b>  To accept the G5 – Complaints Policy and Procedure  To accept the G9 – Confidentiality Policy as reviewed by the Governance Committee  To approve the updated G10 - Privacy Policy as presented  To approve the updated G17 – Executive Director Relationship Policy as presented  To approve the G18 – Code of Ethics as presented</p> <p>Update from the Governance Committee  <b>MOTION</b>  To receive the Governance and Nominating Committee Update</p>	Eric Acker
8	<p><b>Executive Committee</b></p> <p>Update from Committee Chair  <b>MOTION</b>  To receive the Executive Committee Update</p>	Eric Acker
9	<p><b>Other Business</b></p>	All
10	<p>Confirmation of next Meeting – October 10<sup>th</sup> 2018</p>	All
11	<p><b>Motion</b> to Adjourn Meeting</p>	All



## MINUTES

Board of Directors Meeting #7 2018

7:00pm

**Attendees:** Eric Acker, Damien Chan, Cllr Wendy Gaertner, Laura Hostick , Sharon Kelly, Karen Johnston

**Staff:** Suzanne Haines

**Regrets:** Craig Mather, Heidi Franken, Michael Kennedy, Cllr Tom Mrakas,

Thursday September 13<sup>th</sup>, 2018

Eric Acker, Vice President

1	<p><b>MOTION</b> to Approve Agenda</p> <p>Moved by: Sharon Kelly          Seconded by: Wendy Gaertner          CARRIED</p>	All
2	<p><b>MOTION</b> to approve Minutes of previous meeting – 6 (July 11<sup>th</sup> , 2018)</p> <p>Moved by: Karen Johnston          Seconded by: Damien Chan          CARRIED</p>	All
3	Statements of Conflict of Interest	All
4	<p><b>Executive Director Report</b></p> <p>Q2 2018 Managerial Commentary</p> <p><b>MOTION:</b>          To approve the Managerial Commentary for Q2 2018, AND that Q2 Commentary be sent to Town of Aurora, AND that Q2 Commentary be made available for public release.</p> <p>Moved by: Karen Johnston          Seconded by: Sharon Kelly          CARRIED</p> <p>Presentation of Compliance Certificate and Complaints Statement.</p>	Suzanne Haines

	<p>Presentation of September ED Report (July-August 2018 Activity)</p> <p><b>MOTION:</b>  To receive the September 2018 ED report as information  Moved by: Laura Hostick  Seconded by: Damien Chan  CARRIED</p>	
5	<p><b>Finance Committee</b></p> <p>Q2 2018 Unaudited Interim Financial Statements</p> <p><b>MOTION:</b>  To approve the unaudited interim financial statements for the 6 months ended at June 30, 2018 (the Q2 Report) and to approve the filing of the Q2 Report with the Town of Aurora as per the Provision of Cultural Services Agreement.</p> <p>Moved by: Sharon Kelly  Seconded by: Damien Chan  CARRIED</p> <p>Finance Committee update</p> <p><b>MOTION</b>  To Receive the Finance Committee Update  Moved by: Karen Johnston  Seconded by: Damien Chan  CARRIED</p>	Eric Acker
6	<p><b>Fund Development Committee</b></p> <p>Imagine Canada Policy Review</p> <p><b>MOTION</b>  To approve the updated FD1 – Fundraising Policy as presented  Moved by: Sharon Kelly  Seconded by: Damien Chan  CARRIED</p> <p>To approve the updated FD2 – Donor Policy as presented  Moved by: Karen Johnston  Seconded by: Damien Chan  CARRIED</p> <p>To approve the updated FD3 – Gift Policy as presented  Moved by: Laura Hostick  Seconded by: Sharon Kelly  CARRIED</p> <p>To confirm these are all of the policies in place for fund development.</p>	Damien Chan

	<p>Fund Development report</p> <p><b>MOTION</b></p> <p>To Receive the Fund Development Committee Update</p> <p>Moved by: Damien Chan</p> <p>Seconded by: Wendy Gaertner</p> <p>CARRIED</p> <p>Addendum: Please find the Fund Development Declarations attached</p>	
7	<p><b>Governance and Nominating Committee</b></p> <p>Imagine Canada Policy Review</p> <p><b>MOTION:</b></p> <p>To approve the updated G5– Complaints Policy and Procedure</p> <p>Moved by: Karen Johnston</p> <p>Seconded by: Damien Chan</p> <p>CARRIED</p> <p>To approve the updated G9 – Confidentiality Policy as reviewed by the Governance Committee</p> <p>Moved by: Damien Chan</p> <p>Seconded by: Karen Johnston</p> <p>CARRIED</p> <p>To approve the updated G10 – Privacy Policy</p> <p>Moved by: Laura Hostick</p> <p>Seconded by: Sharon Kelly</p> <p>CARRIED</p> <p>To approve the G17 – Executive Director Relationship Policy as presented</p> <p>Moved by: Karen Johnston</p> <p>Seconded by: Damien Chan</p> <p>CARRIED</p> <p>To approve the G18 – Code of Ethics as presented</p> <p>Moved by: Wendy Gaertner</p> <p>Seconded by: Sharon Kelly</p> <p>CARRIED</p> <p>Update from the Governance Committee</p> <p><b>MOTION</b></p> <p>To receive the Governance and Nominating Committee Update</p> <p>Moved by: Laura Hostick</p> <p>Seconded by: Wendy Gaertner</p> <p>CARRIED</p> <p>Addendums: Please find the Human Resources Declaration attached</p>	Eric Acker
8	<p><b>Executive Committee</b></p>	Eric Acker

	<p>Update from Committee Chair</p> <p><b>MOTION</b></p> <p>To receive the Executive Committee Update</p> <p>Moved by: Karen Johnston</p> <p>Seconded by: Wendy Gaertner</p> <p>CARRIED</p>	
9	<b>Other Business</b>	All
10	Confirmation of next Meeting – October 10 <sup>th</sup> 2018	All
11	<p><b>Motion</b> to Adjourn Meeting</p> <p>Moved by: Sharon Kelly</p> <p>Seconded by: Karen Johnston</p> <p>CARRIED</p> <p>Meeting End: 8:50pm</p>	All

## Board of Directors – September 13, 2018

### EXECUTIVE DIRECTOR'S UPDATE July-August 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	KPIs	Jan-August 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> <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>
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> <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>
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> </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> <li>Developed over the summer "The Art of Japanese Ink Painting (Sumi-E) class to take place in the Fall 2018 season.</li> </ul>

	<ul style="list-style-type: none"> <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>• Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place in August.</li> </ul>
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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 two summer events

Date	Artist/Event	Series	Audience
August 18	Doors Open	Free Community Special Events	568
August 22	Robin Hood; Presented by the Nearly World Famous DuffleBag Theatre	Kaleidoscope Family Performing Arts Series Family Play (5+)	105

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 Aug 15 – 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 – 1 to 2:30 pm

Gallery Tours continued through the summer

Date/Time	Exhibition	Group	# participants
Wed July 4 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	5
Wed July 4 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	14
Wed July 11 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	25



Wed July 11 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	27
Wed July 18 - 10-10:30 am	Purely Pastel	Summer Camp – age 4-6	13
Wed July 18 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Monday July 23 - 10 – 11 a.m.	Purely Pastel	Aurora High School – summer students w/ teacher Karen Traynor – “Discovering the Workplace” course	19
Wed July 25 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Wed Aug 1 - 1:30 -2:00 pm	Purely Pastel	Summer Camp – age 7-12	16
Wed Aug 15 - 10-10:30 am	Last/Wheeler	Summer Camp – age 4-6	22
Wed Aug 15 - 1:30 -2:00 pm	Last/Wheeler	Summer Camp – age 7-12	21
Wed Aug 22 - 10-10:30 am	Last/Wheeler	Summer Camp – age 4-6	12
Wed Aug 22 - 1:30 -2:00 pm	Last/Wheeler	Summer Camp – age 7-12	4
July 2018 Total participants			135
Aug 2018 Total participants			59

### 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. The budget was 280 half day campers and a \$28,000 in revenue.

Class	Age range	# registrants	Revenue
Young Artist Studio	age 4-6	81	\$ 7,290
Young Artist Studio (short weeks)	age 4-6	23	\$ 1,610
Mixed Media Mashup	age 7-12	87	\$ 9,570
Mixed Media Mashup (short weeks)	age 7-12	20	\$ 1,800
Full Day Artist Studio	age 7-12	16	\$ 3,680
Full Day Theatre Studies	age 7-12	12	\$ 3,180
<b>Total</b>		<b>239</b>	<b>\$ 27,130</b>

The Launch date for fall registration was Tuesday, July 24 to our donors and Wednesday, July 25 to all other patrons via e-blast. We have 80 fall registrations to date.

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

OBJECTIVES	STRATEGIES	KPIs	Jan-August 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> </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</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 now in-house for fabric banners to update outdoor standards on front side of building and a</li> </ul>

	<ul style="list-style-type: none"> <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> <li>• Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul>	<p>established from 2017 survey in April 2018)</p> <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>selection of the banners fixed to the building on the north side; design and printing to happen in Q3</p> <ul style="list-style-type: none"> <li>• Researched possibility of large-scale Centre logo/name decal for north stairwell to be highly visible when driving from north to south along Victoria. Reported back that the window tinting is too dark to make this feasible.</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.</li> </ul>
b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities	<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> <li>• Participation in the Multicultural Festival</li> </ul>
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	<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> </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 &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</li> </ul>

	<ul style="list-style-type: none"> <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>		<p>collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON</p> <ul style="list-style-type: none"> <li>• New schedule of regular updating of Google listing, with timely posts and new photographs. Stats to come (once I figure them out)</li> <li>• Taking over Admin of Centre's LinkedIn page from Frank P.</li> <li>• Created 3 specific test marketing campaigns on Facebook and Instagram for: <ul style="list-style-type: none"> <li>• Summer Camps June 21 – 29 <ul style="list-style-type: none"> <li>○ 1316 people reached</li> <li>○ 35 Post engagements (clicked on ad)</li> <li>○ 17 link clicks (clicked on “click here for more information”)</li> </ul> </li> <li>• Summer Camps July 12 – 19 <ul style="list-style-type: none"> <li>○ 1738 people reached</li> <li>○ 46 Post engagements (clicked on ad)</li> <li>○ 31 link clicks (clicked on “click here for more information”)</li> </ul> </li> <li>• Kaleidoscope presentation of Robin Hood (Aug) <ul style="list-style-type: none"> <li>○ 2492 people reached</li> <li>○ 25 link clicks (clicked on “click here for more information”)</li> </ul> </li> <li>• Fall Educational Programs (Aug - Sept) <ul style="list-style-type: none"> <li>○ 2303 people reached</li> <li>○ 103 link clicks (clicked on “click here for more information”)</li> </ul> </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	KPIs	Jan-August 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> <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>• 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>	<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>

There are fewer facility rental events in the summer. The following rental clients joined us in July/August:

- Aurora Museum & Archives – multiple dates in July and August Library Room: Textiles cataloging
- Windfall Ecology –Wednesday, July 4: Healthy Kids Community Challenge stakeholder info session
- Addiction Services – Monday, July 9: Staff meeting
- RBC – Wednesday, August 8: Small business client seminar with staff presentations from Head Office.

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

OBJECTIVES	STRATEGIES	KPIs	Jan-August 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>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>• 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-August 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 developed ED succession plan</li> <li>• First phase of compensation program developed</li> <li>• Review all Board and operational policy</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>• 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>	<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>
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>• July TYD reporting 84% programming to 16% administrative costs</li> </ul>

## Administration

- New Professional Arts Season brochure launched September 8th
- Website e-commerce project was delayed due to website structural upgrade and selecting appropriate e-commerce solution.
- Town IT department has purchased the hardware (phones, monitors and computers) on our behalf and is loading the software for the computers. WIFI boosters are being installed around the building to boost the signal for us to be hosted on the secured WIFI when necessary. All computers will be connected by fibre optics when stationary at work stations.
- Secured month to month contract of Bell Internet to help with the IT Transition.

## Facilities

- James Smith has taken over from Greg McClenny as Facilities Supervisor. In process of scheduling a one-on-one tour.
- Ongoing maintenance on wooden heritage and concrete flooring in public spaces
- Stairwell leak repaired, continues to be an issue that hopefully will be resolved with Library Square project.

## Board Activities

- Executive Committee Meeting: September 10
- Finance Committee Meeting: July 26, September 5
- Fund Development Committee Meeting: July 16
- Governance Committee Meeting: September 4

## Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Consultation with YRAC/Shadowpath to explore and recommend innovative models for sustainable mixed-use arts and culture facilities in York Region.
- Town Council for Cultural Partners Review report
- Connection with Linda Hill, Theatre Direct, Wee Festival programming
- Attended *Picnic in the Cemetery* multidisciplinary piece as part of Luminato
- Tour of St. Andrew's College performance facilities
- Tour for Oshawa Art Resource Centre
- Town of Aurora Multicultural Festival

Respectfully Submitted by  
Suzanne Haines, Executive Director  
Aurora Cultural Centre