



AGENDA

Board of Directors Meeting #4 2019
7:00pm

Wednesday April 10th, 2019

Eric Acker, Chair

1	MOTION to Approve Agenda	All	
2	MOTION to approve Minutes of previous meeting (March 27 th , 2019)	Eric Acker	
3	Statements of Conflict of Interest		
4	Executive Director Report Presentation of Executive Director's Monthly Managerial Report MOTION To Receive the Executive Director's Report	Suzanne Haines	
5	Finance Committee Finance Committee update MOTION To accept the finance committee update	Eric Acker	
6	Governance and Nominating Committee Update from the Governance Committee MOTION To receive the Governance and Nominating Committee Update	Michael Kennedy	
7	Fund Development Committee Update Update from the Fund Development Committee MOTION To receive the Fund Development Committee Update	Damien Chan	

8	Executive Committee Update from Committee Chair MOTION To receive the Executive Committee Update	Eric Acker	
9	Confirmation of next Meeting – May 8 th , 2019	All	
10	Motion to Adjourn Meeting	All	



MINUTES

Board of Directors Meeting #3 2019

7:00pm

Attendees: Eric Acker, Sharon Kelly, Victoria Kinniburgh, Amy Lane, Laura Hostick, Damien Chan, Micheal Kennedy, Karen Johnston

Staff: Suzanne Haines

Regrets: Craig Mather, Heidi Franken, Cllr John Gallo, Cllr Wendy Gaertner,

Wednesday March 27th, 2019

Eric Acker, Chair

1	<p>MOTION to Approve Agenda</p> <p>Moved by: Karen Johnston Seconded by: Amy Lane CARRIED</p>	All
2	<p>MOTION to approve Minutes of previous meeting (February 13th, 2019)</p> <p>Moved by: Sharon Kelly Seconded by: Laura Hostick CARRIED</p>	Eric Acker
3	Statements of Conflict of Interest	
4	<p>Executive Committee Update from Committee Chair regarding Library Square and Kaleidoscope</p> <p>MOTION</p> <p>To receive the Executive Committee Update</p> <p>Moved by: Laura Hostick Seconded by: Karen Johnston CARRIED</p>	Eric Acker
5	<p>Executive Director Report Presentation of Executive Director's Monthly Managerial Report</p> <p>MOTION</p> <p>To Receive the Executive Director's Report</p> <p>Moved by: Michael Kennedy Seconded by: Sharon Kelly CARRIED</p>	Suzanne Haines

6	<p>Finance Committee Finance Committee update Presentation of interim financial statements and revised 2019 budget</p> <p>MOTION To accept the interim financial statements to February 28th, 2019</p> <p>Moved by: Victoria Kinniburgh Seconded by: Sharon Kelly CARRIED</p> <p>MOTION To approve the revised 2019 budget as presented on March 27th 2019</p> <p>Moved by: Laura Hostick Seconded by: Karen Johnston CARRIED (1 abstention)</p>	Eric Acker
7	<p>Governance and Nominating Committee</p> <p>Verbal update from the Governance Committee Arts and Culture Award Update</p> <p>MOTION</p> <p>To receive the Governance and Nominating Committee Update</p> <p>Moved by: Karen Johnston Seconded by: Laura Hostick CARRIED</p>	Michael Kennedy Sharon Kelly
8	Confirmation of next Meeting – April 10 th , 2019	All
9	<p>Motion to Adjourn Meeting</p> <p>Moved by: Damien Chan Seconded by: Michael Kennedy CARRIED</p>	All

Signed

Eric Acker, Chair

Date

Karen Johnston, Secretary

Date



Aurora Cultural Centre Strategic Plan Report YTD Q1 2019: January-March 2019

This report includes January – March 2019 strategies that have been initiated, as well as any achievements that have been made to date. Strategies are living ideas that may be altered over the life of the plan to achieve the desired goals. It also includes a report on how the Aurora Cultural Centre contributes to the Town’s cultural objectives in their strategies.

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

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 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 • Coordinate and implement 5 Kaleidoscope in the Schools presentations in the 2019/20 school year with a goal of 2 presentations in 2019. • Discovery of and implementing internal creative programming synergies for the 2019-2020 season to share themes and engage artists across galleries, live performance and educational programming. 	<ul style="list-style-type: none"> • Curated a season of 5 productions for grades JK-4 to be implemented in Aurora schools 	<ul style="list-style-type: none"> • Increase in the number and diversity of performing arts events <ul style="list-style-type: none"> ○ 2017 = 13 events ○ 2018 = 19 events ○ 2019 = 20 + KITS • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys

<p>b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery</p>	<ul style="list-style-type: none"> • Develop relationships with all school boards on Mayor’s Celebration for Youth Arts. • Pay honorariums to every participating artist and guest curator in 2019 exhibitions • Create a balanced and inclusive program (2019-20) season that includes artists from the following groups: youth, diverse ethnic groups and Indigenous artists • Design and implement a comprehensive gallery docent program by Q3 2019 • As of April 2019 have clear, accessible didactics (labels, artist statement, support materials) in place by the launch date of each exhibition • Create and implement educational community engagement projects for 2 exhibitions in 2019 • Identify and attend 5 networking events by Q4 2019 to build brand awareness for the galleries, connect with other professionals in the arts industry and continue to build relationships with artists and connect with a minimum of 20 new artists 	<ul style="list-style-type: none"> • Budget and contracts in place to pay honorariums to every participating artist and guest curator in 2019 exhibitions 	<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
<p>c) Be a venue for artistic education that offers unique experiences professional instructors</p>	<ul style="list-style-type: none"> • Increase registration (number of registrants and revenue) by 5-10% in 2019 over 2018 • Respond directly to the needs of current and potential registrants via the 	<ul style="list-style-type: none"> • PA Day programs implemented with sold out attendance • Adult classes added for June • Added Workshops with Gallery Artists 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys

	<p>creation of a targeted survey asking specific questions about when/what types of programs they would like to see offered</p> <ul style="list-style-type: none"> • Continue to develop the relationship with the Town to offer complementary, non-competing programs that are promoted through their channels along with our own • Research March Break camps; expand PA Day program offerings and gallery-educational collaboration workshop offerings • Work with website developers to create workshop proposal form in order to reach a variety of new and different instructors/mediums that set our offerings apart from other arts organizations 		<ul style="list-style-type: none"> • 80% overall enrollment in programs/demand
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GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
<p>a) Build Aurora Cultural Centre brand awareness and brand recognition</p>	<ul style="list-style-type: none"> • Implement onsite signage solutions and external connections with community associations to increase visitors to programming. • Establish a marketing campaign including a web presence and collateral for the rentals department to promote new business and 	<ul style="list-style-type: none"> • Temporary Outdoor sign design completed and the sign is being built! • New e-commerce solution engaged, to be online April 30, 2019 	<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

	<p>retain current users, resulting in exceeding the budgeted goal of \$50,000 for 2019.</p> <ul style="list-style-type: none"> • Create marketing efficiencies to improve storytelling and develop integrated brand identity in collateral, launching by end Q2. • Cultivate local influencers: 2 child-focused, 1 visual art-focused, 1 performing art focused by end of Q4. • Research and launch direct mail strategy by Q3. • Implement e-commerce and integrated website design by Q2 		<ul style="list-style-type: none"> • 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"> • Increase media list by 10 outlets; including 5 diverse media outlets in York Region by end of Q4. • Create collateral and digital content to enable ambassador conversations with community associations and potential partners with the goal to increase our audience, by the end of Q4. • 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 • Determine, attract, and track demand for more diverse and synergistic programming. • Complete a needs assessment in the community for newcomer/diversity programming, 	<ul style="list-style-type: none"> • Met with YDRSB and YCDSB to discuss programs; ongoing discussion 	<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 • Completion of a needs assessment, tracking the number of patrons who attend more than one program, employing and tracking success of new marketing strategies, and reporting on success of new opportunities.

<p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p>	<ul style="list-style-type: none"> • Build a high performance website • Focus on digital marketing strategies in Q3 & Q4 to increase audience engagement. Apply for Google Grant. Establish baseline Google Analytics metrics by end of Q2 (once website revision is completed). • Engage in increased government relations with MPs MPPs, Councilors and Mayor • Work with Town to promote success of new Cultural Precinct 	<ul style="list-style-type: none"> • Website theme and media redesign complete, implemented with e-commerce • Board and Staff engaged in Town Council and Town Staff one-on-one meetings to deliver new information and build relationships on Budget 2019 and Kaleidoscope in the Schools • ED participated in design for new facility building and supporting the operating plan • ED delegated to Council to support cultural infrastructure investment (Library Square project) • ED participated in development of the Town of Aurora economic development strategy 	<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	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 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 		<ul style="list-style-type: none"> • Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more

			<p>access to funding and/or revenue generation</p> <ul style="list-style-type: none"> • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
b) Support building a Cultural Leadership Team	<ul style="list-style-type: none"> • 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"> • Collaborative relationship is formed • Action Plan on deliverables in the Cultural Master Plan is in place and being implemented
c) Develop clear programming objectives for relationships with community arts delivery organizations	<ul style="list-style-type: none"> • Identify criteria for involvement with the ACC • Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan 	<ul style="list-style-type: none"> • Established new programming direction working with SOYRA 	<ul style="list-style-type: none"> • Community arts providers feel connected to the ACC • Community arts providers and professional arts organizations are connected
d) Be responsive to changing needs in the community.	<ul style="list-style-type: none"> • 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"> • 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

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

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> • Proactively manage and maintain sponsors and donors. • Grow fundraising through new program delivery (KITS). • Research local and national foundations and other sources of funding to achieve all levels of government funding by securing two new sources of funding by the end of the year. 	<ul style="list-style-type: none"> • Secured 83% of matching funding for KITS 	<ul style="list-style-type: none"> • Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs • KITS goal increases our fundraising by 34%, will diversify our access to youth aged 4-12 across Aurora, and be the first program we offer exclusively outside of the Aurora Cultural Centre venue.
b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> • Develop and implement a donor communication plan that outlines how we thank our donors and demonstrate what their gifts are used for - to be ready by 2019-2020 Season Launch (June 2019) and fully implemented by January 2020. • Communicate and transfer donor data from e-tapestry to Vendini 		<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"> ○ Federal: Canadian Heritage, Canada Council for the Arts ○ Provincial: Trillium Foundation, Ontario Arts Council ○ Municipal: Town of Aurora 	<ul style="list-style-type: none"> • Canadian Heritage funding secured • Ontario Arts Council 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"> 2018 YE to be determined by Audit 	<ul style="list-style-type: none"> Operational reserves in place Strategically/conservatively invest reserves for growth Financial success enables annual transfers to contingency reserves
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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	2019 STRATEGIES/GOALS	Jan-Mar 2019	2018-2021 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 Review of strategic plan if there is to be additional cultural infrastructure for which the Aurora Cultural Centre will be involved 		<ul style="list-style-type: none"> Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> Foster a culture that embraces change and opportunity Develop and implement compensation system Implement appropriate resources and planning to launch the Kaleidoscope in the Schools program in September 2019. Review administrative structure, workloads, and infrastructure to support sustainable jobs within budgetary 	<ul style="list-style-type: none"> Compensation plan implemented Restructuring to be in place by May 31, 2018 	<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>constraints at the end of Q4 based on new structure. Report on employee morale.</p> <ul style="list-style-type: none"> • Implement H & S program and inspections to improve staff ergonomic workspaces 		
<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"> • 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"> • Attain reaccreditation of Imagine Canada in 2019 • Excellent fundraising/expense ratios published on CRA website • Maintain charitable status

Respectfully Submitted by

Suzanne Haines, Executive Director
Aurora Cultural Centre



Board of Directors – April 10, 2019

EXECUTIVE DIRECTOR'S UPDATE March 2019

Live Performance Series

Date	Artist/Event	Series	Audience
March 14, 2019	Peter & The Wolf	Kaleidoscope Family Series	113
March 22, 2019	John Sheard: The Best of the West	Brevik Hall Presents	90

Gallery & Exhibitions

In March we are hosting:

Watershedsci

A unique environmental collaboration between the Simcoe Watershed Project and Lakehead University

March 9 - April 27

Ways of Seeing: associated free public programs

Wednesday March 20, 2019 | 6 – 7:30 pm

In Conversation with Bill Thompson, Manager of Watershed Planning and Strategies at the Lake Simcoe Region Conservation Authority.

Saturday April 13, 2019 | 1 – 4 pm

Artists' Reception With special guest Debbie Balika, Water Quality Specialist from Kawartha Conservation.

Wednesday April 17, 2019 | 6 – 7:30 pm

In Conversation with Jennie Clark, Artist

Running Forward

Daniel St-Amant

March 9 - May 25, 2019

Ways of Seeing: free public programs

Friday March 22, 2019 | 6 – 8 pm

Artists' Reception

May 11, 2019 | 12pm-2pm (rescheduled due to weather)

Artist Demonstration with Daniel St-Amant

Experience the artistic process and challenges of *Running Forward's* artist Daniel St-Amant with an impromptu studio space created in the gallery

Educational Programs

Classes in the Winter term continue through to the end of March. We launched the Spring term registration on February 11th. Spring programs started April 2nd and are listed on our website.

Rental Program

The following rental clients joined us in March:

John Gallo	Library Room	Condo Board Meeting (Non-Registered Non-Profit)
Bah'ai Community of Aurora	Brevik	Spring Celebration (third annual at the Centre)
International Dialogue Institute GTA	Brevik w/ AV	Student Awards Ceremony - first time booking
Aurora Community Band	Brevik	Five Sunday evening rehearsal
SOYRA	Brevik & LR& AR	One Exec Mtg in LR; One General Mtg in Brevik: One Workshop in AR
PRIVATE	Brevik	Private booking for Birthday Party for 80 year old father

Administration

- Project to transition to the Town IT infrastructure continues. Due to Town staff illness, the project will need new leadership to move forward. Computers are expected to be connected by May 31, 2019. Working on file structure and transition plans. We will be able to cancel our Internet Service contract when we are all connected.
- We selected Weight Creative as our graphic design company. Board members are invited to meet the new designers on May 8th at 6:30pm.

Human Resources

- Megan Thompson, Administrative Assistant will start full-time hours on April 8, 2019
- Compensation program was communicated to staff on April 4, 2019. It will be implemented as of January 1, 2019 in the next pay period (April 8-21).
- Leanne DiMonte has accepted the new role of Education & Outreach Manager starting May 1, 2019. She will be managing the Kaleidoscope in the Schools program.
- Postings for summer positions will be out by April 10th, 2019
- Posting for a Volunteer & Visitor Services Coordinator closes April 15, 2019.

Facilities

- Lighting fixtures for the outside Canada 150 art installation will be returned to the vendor and new Town approved fixtures will be purchased. They will be installed when the purchase is complete.
- Temporary outdoor sign: The sign design was communicated and will be installed when completed. ACC Staff have asked the Town for two vinyl versions to be put on the North glass doors

Board Activities

- Governance & Nominating Committee Meeting: April 9
- Fund Development Meeting: April 9

Community Connections/Artistic Events

- Attended Town of Aurora Economic Development Strategic Planning Session April 2
- Saw Kellie Loder in concert

Respectfully Submitted by
Suzanne Haines, Executive Director
Aurora Cultural Centre