



AGENDA

Board of Directors Meeting #8 2019
7:00pm

Wednesday August 14th, 2019

Eric Acker, Chair

1	1 min	MOTION to Approve Agenda	All
2	1 min	MOTION to approve Minutes of previous meeting (July 10, 2019)	Eric Acker
3	1 min	Statements of Conflict of Interest	All
4	5 min	Executive Director Report Presentation of Executive Director's Monthly Managerial Report MOTION To receive the Executive Director report	Suzanne Haines
5	45 min	Facility Task Force Update from Task Force Chair MOTION To approve the governance model concept as presented on August 14, 2019 and direct the Facility Task Force to continue to pursue the concept to detail To approve engaging the recommended consultant to support the Board in preparation of the Aurora Cultural Centre position paper on the governance of the new facility To receive the Facility Task Force report	Eric Acker
6	60 min	Finance and Audit Committee Update from the Finance and Audit Committee <ul style="list-style-type: none"> • Kaleidoscope in the Schools schedule • 2020-2022 Budget Projections and budget submission to the Town MOTION To accept the Interim Financial Statements to June 30, 2019 as presented To approve the 2020-2022 Budget submission to the Town	Eric Acker/Laura Hostick

		To receive the Finance and Audit Committee report	
7	10 min	Fund Development Committee Update from the Fund Development Committee MOTION To receive the Fund Development Committee report	
8		New Business	
9		Confirmation of next Meeting –September 11 th , 2019	All
10		Motion to Adjourn Meeting	All



Board of Directors – August 14, 2019

EXECUTIVE DIRECTOR’S UPDATE July 2019

Live Performance Series

There were no live performances in July

Gallery & Exhibitions

In July we hosted:

We Are Still Here

Deron Ahsén:nase Douglas

May 9-August 3, 2019

Ways of Seeing educational events:

Alla Prima Portrait Painting Demo – July 10, 6 – 7:30 pm

PORTLAND

Jon Oelrichs

June 1 – August 24, 2019

Ways of Seeing educational events:

Jon Oelrichs in Conversation - July 17, 1:30-3pm

Guided Tour with Curator – August 14, 1:30pm

Educational Programs

Summer programs started July 2nd listed below. Enrollment continues until the week begins.

2019 Spring/Summer Educational Programs		
Class Name	Date Range	Current Enrollment
A, Bee, C's of Art; Ages 4-6	Jul 2 - 5	24
A, Bee, C's of Art; Ages 7-12	Jul 2 - 5	13
Musical Theatre	Jul 2 - 12	4
Art & I; Ages 4-6	Jul 8 - 12	19
Art & I; Ages 7-12	Jul 8 - 12	15

Art Time Travel; Ages 7-12	Jul 15 - 19	14
Animation Exploration; Ages 4-6	Jul 22 - 26	17
Animation Exploration; Ages 7-12	Jul 22 - 26	23
Globetrotting with Art; Ages 7-12	Jul 29 - Aug 2	7
Act It Out! Ages 6-10	Jul 22 - 26	5
Art Experiments; Ages 4-6	Aug 6 - 9	14
Art Experiments; Ages 7-12	Aug 6 - 9	24
Outer Space & Art Exploration; Ages 4-6	Aug 12 - 16	21
Outer Space & Art Exploration; Ages 7 -12	Aug 12 – 16	15
Act It Out!; Ages 6-10	Aug 12 - 23	5
Colour Around Us; Ages 4-6	Aug 19 - 23	7
Colour Around Us; Ages 7-12	Aug 19 – 23	11
TOTAL	+32% since prev. Report	238

KITS Update

Progress was made with advance workshop for teachers

- Confirmed YCDSB participation for teacher workshop on PA Day, September 23 via Tina D’Acunto, Superintendent
 - 43 teachers
 - To take place at Centre
- Meeting scheduled on August 13 at Centre with YRDSB Superintendent, Becky Green regarding the program and specifically PA Day access to teachers
- Have reached out to CSC MonAvenir regarding PA Day workshop, likely to take place on different day due to alternate calendar

Phone call with Young People’s Theatre (YPT) took place regarding the program and more specifically the advance workshop for teachers. Staff are working with their Associate Artistic Director of Education on ways to get the instructor opportunity out to YPT’s network

Rental Program

There are no rentals in July

Administration

- Project to transition to the Town IT infrastructure happened July 15-22 with new hardware, transition of files into a folder structure, and Town Wi-Fi. The Director’s site will stay on Google Sites.
- E-Commerce launched on July 24th with our new website. Registrations for the fall are ahead of where we were this time last year. As expected, we are finding people purchasing online after hours.
 - Ticket subscriptions are on sale online as well as single tickets for our August Family performance of Snow White. Based on the Launch event only, here is where we are in subscriptions to date.

# of Subscriptions		
	Budget	YTD Actual
Brevik Hall Signature	30	22
Brevik Hall Emerging	10	-
GAMS	30	15
Family Kaleidoscope	15	2
Meridian Magic Carpet	15	-

Human Resources

- Julie Geering was released from her position on July 19th. Recruitment is in process for a new Administrative Assistant.

Facilities

- Temporary outdoor sign will be installed when completed.
- Library Square
 - Attended meeting on July 4th with the Theatre Consultants and lead architect to review the fit up for Library Square and 22 Church Street.
 - Attend a move management meeting on July 8th with Colliers (project management firm)
 - Meeting with the Library on potential space for the ACC at the Library on July 17
 - Met with Phil Rose-Donahoe on July 18 and July 23
 - Tour of St. Andrew’s College on July 18 and Theatre Aurora July 19
 - Booked a move management orientation with Colliers and Town of Aurora Director of Community Services for all staff (including Museum) on August 13th from 9am-11:30am

Board Activities

- Finance and Audit Committee Meeting – July 23, August 7
- Facility Task Force – July 17, August 8

- Fund Development Committee Meeting – August 6

Community Connections/Artistic Events

- Rotary Club of Aurora – July 8
- Attended General Purposes Council meeting on July 16
- YTP collaboration meeting – July 9th

Respectfully Submitted by
Suzanne Haines, Executive Director

Facility Task Force Meeting #3
July 24, 2019, 12pm, Craig Mather, Chair

Attending: Craig Mather, Eric Acker, Paul Martin, Bonnie Kraft, Suzanne Haines
Regrets: John Gallo

1. MOTION to approve Agenda:
Moved by: Paul Martin, Seconded by Bonnie Kraft, CARRIED
2. Statements of Conflict of Interest: None declared
3. Minutes of Meeting #2, July 17th – approved to go forward

4. Eric: summarized meeting with CAO Doug Nadorozny

- Doug continues to lead the discussion of the governance of Library Square. He will continue to meet with Suzanne, is willing to coming again to the Board, and also willing to meet with the Task Force.
- Decision on governance and finalize the approval of the project will be made at the December council meeting.
- Town disagrees with ACC charging the Town and Museum rent
- In the position paper, we must recognize what the Town does and express the collaboration and communication with them.
- If properly done, there is a scenario where Town staff can recommend it
- We can help Doug find a solution

Suzanne summarized her meetings with CAO Doug and Phil

- Library wants to run it but there is not an appetite at the Town for that
- Council wants to see that there is 'something different' around this (not status quo)
Status quo = ACC runs the entire
They are putting \$50 mil into this, don't want to 'hand it over' to someone else
- The sense of 'let's solve this together'
- Met with Phil – re governance: his role is research and consultation. Suzanne and Phil will work together.

5. Suzanne introduced a different structural model idea to the Task Force, taking into account:

- Must meet the needs of Doug's staff (i.e. Robin/Town not losing anything)
- Political sensitivity about us running the Museum
- Town's irritation about us charging rent
- Council would want some level of control
- Doug wants it to be easy

Some highlights of the proposed model idea:

- Town controls schedule and rates through their permitting office
- Town controls access to the space
- Allows Town to generate more revenue (rentals, their educational programs)
- Town is the entity that is activating culture because they are providing access
- We get out of the rental business (no revenue for us so need to be underwritten)
- Once Town does the permits, refer the rentals to us

We are the operators / we have the technical expertise to facilitate the rentals

- we present our own programs
- we help all the other groups activate their programs
- As Resident Tenants, we and the Town (and Library) have first right of access to book the rooms in the space they operate
- Tier system will be developed for use of space
- Aurora non-profits would have free rental subject to availability
 - Hopefully they would support this model because of that
- Operationally we facilitate their needs. Separation of duties in a way to give municipal control and availability of access to the community.

We have to fully collaborate / work together

Town Wins:

- Municipal control
- Availability of access to the community
- Rental revenue
- Makes everyone happy
- The Town is the overarching OWNER – responsible for booking and permitting

Write the position paper in a way to give Doug the opportunity to frame it to Council:

- gives you control over access'.
- makes other groups happy
- gives you rental revenue
- the ACC wants to do this part - here's what you get with the ACC stepping up to activate the space.

- ❖ ACC can have a Town staff person on our Board (as well as 2 Councillors)
- ❖ ACC can present twice a year to Council

6. Further Discussion:

- What we're going to manage is what we're managing now but with a larger scale because more infrastructure.
- We're not adding new areas of responsibility to our scope
- We're not taking anything over
- Because of the argument of municipal control and access for the community, this is a strong paper.

Why not-for-profit?

- Fundraising/private donors and corporate donors - we raise money for programs

You still need us because otherwise, who activates it?

Our agreement will be an operating agreement

- We are getting money to provide a service to the community
- The service we provide is
 - presenting our own programming
 - helping all those other groups that are using the space to activate their own activities

We come back every year asking for money. How will that be different?

- 3 year budgets

Who makes up the shortfall?

- Will be sorted out with the agreement.

Proposed Timeline

1. Task force – prepare something for the August Board meeting
2. Consultant to prepare the position paper
3. Position paper draft ready for September Board meeting
4. Final position paper October meeting

Next meeting: Thursday August 8th, 4pm.

Facility Task Force Meeting #4
August 8, 2019, 4pm, Craig Mather, Chair

Attending: Craig Mather, Eric Acker, Paul Martin, Bonnie Kraft, Suzanne Haines

Regrets: John Gallo

1. **Motion** to Approve Agenda: Moved by: Eric Acker, Seconded by Paul Martin, CARRIED

2. Conflicts of Interest – None declared

3. **Motion** to approve minutes of last meeting (July 24th)
Moved by: Paul Martin, Seconded by Eric Acker, CARRIED

4. Debriefing of Meetings:

Suzanne talked to the Town CAO Doug Nadorozny and presented the idea of the governance model. Doug's response was positive. It was pointed out that consideration for future discussions would include working out details, including rental revenue allocation and facility technical support.

5. Consultants' Proposals to draft a position paper

Facility Task Force reviewed the 2 proposals, and it was agreed to recommend to the Board that they award the contract to Caroline Copeman.

Motion:

The Task Force recommends to the Board that they award the contract to Caroline Copeman to assist the Board in drafting a position paper.

Moved by: Bonnie Kraft, Seconded by Paul Martin, CARRIED

6. Next Steps:

Prepare a report for the next Board meeting: September 14

7. Next Meeting: Thursday, August 22, 9am

8. **Motion** to adjourn the meeting (5:10pm)
Moved by Paul Martin, Seconded by Eric Acker: CARRIED

Suzanne Haines
Executive Director
Aurora Cultural Centre
22 Church St
Aurora, ON L4G 1G4

July 31, 2019

Dear Suzanne

Thank you for the opportunity to provide you and your team with a proposal. Our understanding of your requirements and our proposed approach are described below, as well as relevant background information.

Should you wish to proceed, we would be pleased to draft an Engagement Letter.

UNDERSTANDING YOUR REQUIREMENTS

The Aurora Cultural Centre (ACC) is a registered charity that provides art and cultural programming and events and is very highly regarded in the community. Located in a heritage building, the Aurora Cultural Centre's current premises will be part of an upcoming infrastructure expansion as per the "Library Square Project" that is part of the Town's Official Plan (2010). The 32k sq ft addition to the heritage building will include space for cultural programming and events (theatre, gallery etc.) as well as storage and parking. While a business plan has been developed, governance and operational leadership for the additional infrastructure has not yet been established and will need to be determined.

The Board and executive leadership of ACC believe that their nearly decade long history of cultural leadership in the community provides the Town with a great opportunity to leverage their experience for the success of the new, expanded facility. ACC can bring best-in-class ideas, governance and operational excellence to support delivery of community-wide benefits from the expanded Centre and can play a key role in the ongoing revitalization of Aurora Town Centre.

SCOPE OF SERVICES

In order to communicate their proposal to the Town, the ACC Board and Executive Leadership requires assistance to support the volunteer Facility Task Force develop a position paper that sets out, in a compelling and evidence-based manner, their proposed approaches to support the Town with governance of the expanded Centre. The paper will include ideas, a governance model and projected outcomes for the Town and community, and will demonstrate alignment to the vision and policies set out in the Town of Aurora Official Plan.

OUR APPROACH AND TIMING

Timing is everything and ACC wishes to begin the position paper as soon as possible in order to meet their timeline of early October 2019. The audience for the position paper will primarily be the Town Council, and it will be presented/delivered by the Board of ACC with the Town CAO. In order to ensure positive reception for the position paper, we intend to invest time at the front end of the project timeline understanding the stakeholder lay of the land. If possible, we would like to bring together ACC Board, leadership and any others identified in a facilitated session to evaluate opportunities and reach consensus on the key messaging for the paper. With this information in hand, and supported by any necessary research, we will work with the Task Force to develop the key elements and evidence for the paper and will work in an iterative process to complete the paper.

Our proposed timing and steps are as follows:

Prepare (August 2019)

We will review existing relevant documents to ensure we understand the current context in advance of the facilitated session. Specific questions regarding the future state objectives will be distributed to the participants, who will be asked to provide responses in advance of the session so that the information can be used to inform the session agenda and discussion. Participants who wish to share their views by interview rather than attend will be offered the opportunity to do so by phone prior to the session, and this information will also inform the session discussion.

Participate (September 2019)

The purpose of the session is to evaluate alignment opportunities and to reach a consensus on the elements of the position paper. We will use a consultative and interactive approach during the session; for this to be successful we will ensure full participation of all selected people. We will define what success looks like for an executed position paper, determine what is required to be successful and reach participant consensus on priority objectives that are aligned to successfully implement the ideas in the paper.

Report (September 2019)

Following the session, the agreed priorities and objectives will be used to draft the position paper. The draft document will be circulated to specific stakeholders, for input, and updated and finalized accordingly.

FEES and EFFORT

Our estimated fees for the Services described herein, including travel and any other expenses incurred, will be \$4,800, with 50% due on signing of an Engagement Letter and 50% on completion of the Engagement. The effort to complete the Services is 3 days based on our understanding and your confirmation of the Scope of Services. Harmonized Sales Tax (HST) will be added to amounts payable.

I look forward to speaking with you about this proposal at your convenience.

With best wishes,



Caroline Copeman
ccopeman@mc2ba.com
647 984 3076

Caroline Copeman, BSc, MBA: A Strategic and Innovative Senior Leader



Accomplished, creative and decisive leader with proven ability to identify and execute strategies that revitalize organizations and provide untapped opportunities for growth. Results-oriented and adept at establishing lucrative relationships.

Facilitation ~ Strategy ~ Stakeholder Management ~ Communications ~ Negotiation and Contracts ~ Performance Measurement and Management ~ Governance ~ Leadership

Professional Experience

Owner and Managing Director, MC2 Business Advisors, Toronto

2017-present

Boutique business advisory firm that provides strategy, governance, interim executive and advisory services.

Advisory Services, MNP LLP, Toronto and Deloitte LLP, London, UK

2007-2017

Strategic leadership and hands-on operations management of cross-service line advisory team for business development, client service, partnerships, marketing, and thought leadership.

Board and Mentor Roles, Various organizations, Canada and International (Volunteer)

2008-Present

Served on Board Committee for the Toronto Central Community Care Access Centre, and as Treasurer, Mid-Toronto Community Services. Mentorship and coaching for business owners with McGill University, Futurpreneur, Cherie Blair Foundation for Women and the Canadian Forum for Women Entrepreneurs. Provision of grant preparation and advisory services for arts organizations.

Sample of recent relevant advisory experience

- ✓ Federal Agencies- led development of an MOU with a leadership group to inform governance and operational leadership of joint projects undertaken by three federal agencies/departments
- ✓ Ontario Ministry- led a multi-stage province-wide consultation and engagement and development of report with recommendations to support strategic objectives.
- ✓ Municipal agency– co-facilitated a Provincial-Municipal Committee through a solutions-focused process including the identification of client-centered outcomes.
- ✓ Non-profit organization - facilitated strategic planning sessions with senior executives and key stakeholders in support of the development of strategic plan.
- ✓ Ontario Ministry - led development of a communications plan, including stakeholder consultation including facilitation of team working sessions, ensuring team and management buy in.
- ✓ Municipality - led a review of the organizations, including internal stakeholder consultations and development of recommendations to be presented to Council
- ✓ Provincial agency- facilitation of board and executives through strategic planning sessions to develop directional statements and strategic communications to inform board decisions.
- ✓ Ontario Association- facilitated sessions with leadership and key stakeholders in visioning and planning exercises to support development of a positioning paper for government, including policy recommendations and strategic plan for the sector