



AGENDA

Board of Directors Meeting #2 2019
7:00pm

Wednesday February 13th, 2019

Craig Mather, Chair

1	MOTION to Approve Agenda	All	
2	Director Welcome Aurora Cultural Center welcomes back recently elected Cllr Wendy Gaertner and Cllr John Gallo	Craig Mather	
3	MOTION to approve Minutes of previous meeting (January 16 th , 2019)	All	
4	Statements of Conflict of Interest	All	
5	Executive Director Report Presentation of Executive Director's Monthly Managerial Report MOTION To Receive the Executive Director's Report MOTION To authorize submission of a grant to the Canadian Heritage Canada Arts Presentation Fund for the 2020-2021 season with Eric Acker, Vice-President as signatory on the submission.	Suzanne Haines	
6	Finance Committee Finance Committee update Budget Strategy Discussion MOTION To Receive the Finance Committee Update	Laura Hostick	

7	<p>Governance and Nominating Committee</p> <p>Update from the Governance Committee</p> <p>MOTION</p> <p>To receive the Governance and Nominating Committee Update</p>	Michael Kennedy	
8	<p>Fund Development Committee</p> <p>Update from the Fund Development Committee and fund raising action plan</p> <p>MOTION</p> <p>To receive the Governance and Nominating Committee Update</p>	Sharon Kelly	
9	<p>Executive Committee</p> <p>Update from Committee Chair</p> <p>MOTION</p> <p>To receive the Executive Committee Update</p>	Craig Mather	
10	Confirmation of next Meeting – February 27 th , 2019	All	
11	Motion to Adjourn Meeting	All	

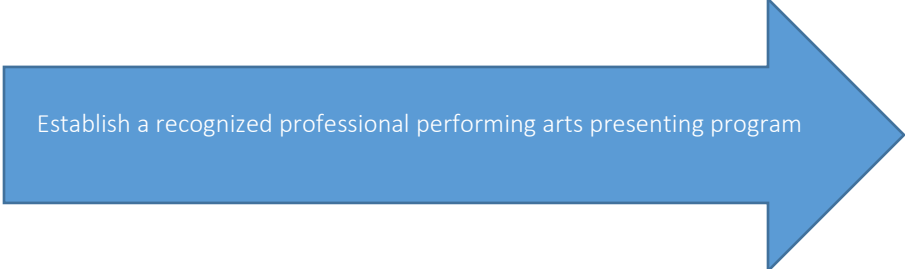
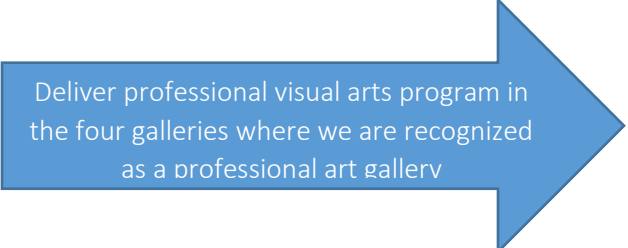
Board of Directors – February 13, 2019

EXECUTIVE DIRECTOR’S UPDATE January 2019

The Board Chair has requested that the February report include a status report on the overall achievement of the goals in 2018. Monthly business will be reported and the quarterly report will indicate what has been achieved in that quarter.

There are five goals in the 2018-2021 Strategic Plan. Each have objectives, strategies and KPIs to be achieved over the course of the plan. Below you will find an indication of what has been completed in 2018 on each of the five overarching goals and corresponding objectives (blue arrows), and what is left to do.

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

 <p>Establish a recognized professional performing arts presenting program</p>		Goal Achieved
<p>2018 achievements</p> <ul style="list-style-type: none"> • Increase in the number and diversity of programming options from 13 to 19 events <ul style="list-style-type: none"> ○ Meridian Magic Carpet for Toddlers (families) ○ Puppetry for the first time ○ Emerging Artists Series ○ Culturally Diverse mix of artists and musical genres 	<p>To complete the objective</p> <ul style="list-style-type: none"> • Build and maintain relationships with Aurora schools • Implement school programming (KITS) • Develop partnerships to expand offsite programming 	Goal Achieved
 <p>Deliver professional visual arts program in the four galleries where we are recognized as a professional art gallery</p>		
<p>2018 achievements</p> <ul style="list-style-type: none"> • Created relationships with all Aurora public school teachers for MYCOA • Developed guidelines for group exhibitions in the galleries 	<p>To complete the objective</p> <ul style="list-style-type: none"> • Have every public school participate in MYCOA • Develop curator/curated tours program for exhibitions • Increase audiences for exhibitions and ways of seeing educational events – use current baseline to evaluate 	Goal Achieved

Be a venue for artistic education that offers unique experiences professional instructors

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Program educational classes with artistically trained instructors • Created a new relationship with Town programming staff to discuss educational opportunities and find ways to complement and not compete in programming 	<ul style="list-style-type: none"> • Build new educational synergies with other ACC programs • Build new educational opportunities during school closures for adults, children and youth

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

Build Aurora Cultural Centre brand awareness and brand recognition

Goal Achieved

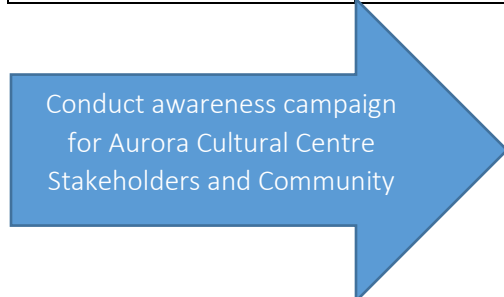
2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Temporary Outdoor sign approved by Council. Permanent sign will be part of signage strategy for the cultural precinct. We continue to work with Town staff on specifications. • While ongoing, a number of new corporate partnerships were built to align brand and build awareness and recognition • The new seasonal brochure has built reputation as a professional visual and performing arts venue. 	<ul style="list-style-type: none"> • New signage and banners installed • Create awareness that culture is an integral part of community life • Create awareness of community engagement and outreach programming • Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct • Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre. • Still working to build brand as a highly-regarded destination for professional arts programming

Develop a marketing plan to expand reach of ACC into underserved /new communities

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • AHS Newcomer Tour to end with ACC and an outline of our programs • Participation in the Multicultural Festival 	<ul style="list-style-type: none"> • Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora • Build relationships with ethnic media • Reach out to real estate professionals and housing developers • Partner with school boards to create awareness for existing and new programs

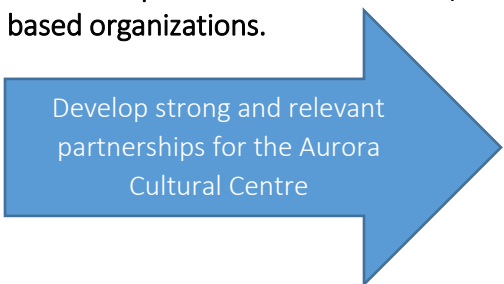
	<ul style="list-style-type: none"> • Document and report on outreach to all culturally specific community associations to invite participation • Collect demographic information on patrons to further analyze participation
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Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Excellent relationship with Auroran enabled the new monthly Speakeasy byline • Subscribing to Buffer social media platform to manage evergreen content and scheduling of all platform content 	<ul style="list-style-type: none"> • Build high performing website • Generate visibility and brand recognition through e-marketing and social media • Implement more advertising as budgets permit • Develop and implement volunteer docent program • Invite volunteers from corporate community • Engage in increased government relations with MPs MPPs, Councilors and Mayor • Work with Town to promote success of new Cultural Precinct • Develop baseline for number of visitors to evaluate success

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.



Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Reworked partnerships with Pine Tree Potters and SOYRA • Created a partnership with YRDSB for Kaleidoscope in the Schools. 	<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 • Document how partnerships add value to Aurora Cultural Centre • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission

Support building a Cultural Leadership Team

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> Identify and engage with professional arts, cultural and heritage institutions in Aurora Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan Extensive relationship building with Town Council and Town Staff 	<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 Cultural relationships with the Town still to be determined

Develop clear programming objectives for relationships with community arts delivery organizations

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> List of community arts providers assembled 	<ul style="list-style-type: none"> Identify community arts providers Identify criteria for involvement with the ACC Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan

Be responsive to changing needs in the community.

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation Extended customer survey to outside current market to gain broader feedback 	<ul style="list-style-type: none"> 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

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

Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre

Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • 2 new corporate sponsors in place • 1 lapsed corporate sponsor returned and maintained all existing sponsors • 1 new corporate donor with 2-yr commitment 	<ul style="list-style-type: none"> • Launch an updated corporate sponsorship program • Research and apply for Corporate Foundation grants • Increase corporate support to minimum of 50% of individual and corporate private giving

Implement individual philanthropic gift fund raising program

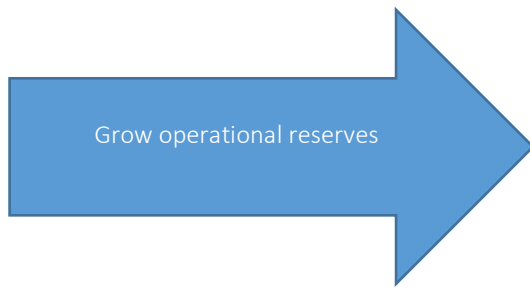
Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Analysis of current patrons complete • Major gift received • Commitment for 2019 major gift received • Fortissimo, classical music campaign surpassed its goal • Second major gift received • Additional \$2250 in gifts received in December from existing donors 	<ul style="list-style-type: none"> • Audience database in place • Stewardship of every level of gift • Develop & Implement legacy/planned giving program

Increase government funding

Goal Achieved

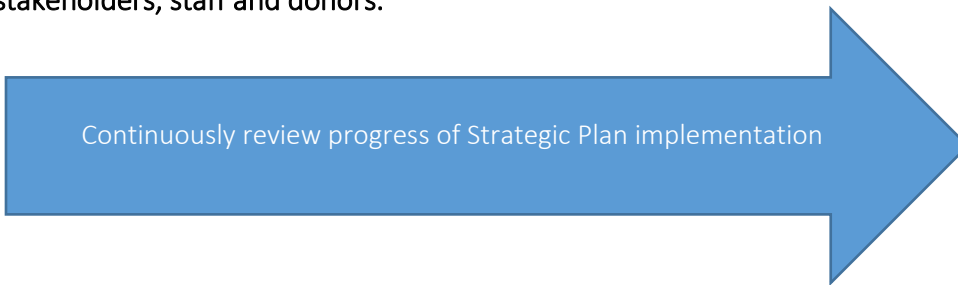
2018 achievements	To complete the objective
<ul style="list-style-type: none"> • Canadian Heritage funding secured • Municipal funding continues • Ontario Arts Council grant was submitted in October 2018 and received for 2019 Winter/Spring programming 	<ul style="list-style-type: none"> • Applications with Ontario Arts Council for Visual Arts • Ontario Trillium Foundation • Town of Aurora adequate base funding for current programs



Goal Achieved

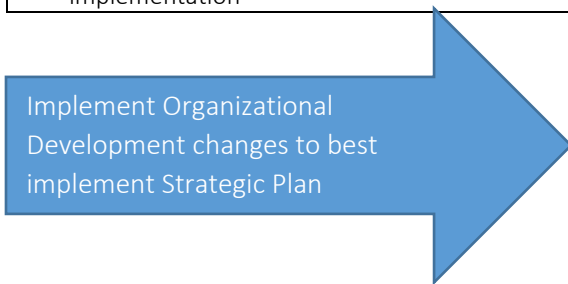
2018 achievements	To complete the objective
<ul style="list-style-type: none"> Anticipate transfers to each of the reserves in 2018 Strategically/conservatively invested reserves for growth 	<ul style="list-style-type: none"> Grow Contingency reserve fund to meet cost of dissolving the corporation

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.



Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> Deliverables of Strategic Plan developed into action plan for every department and linked to employee performance Provided monthly updates for the Board on progress of strategic plan implementation 	<ul style="list-style-type: none"> Strategic and operational plans implemented to achieve goals



Goal Achieved

2018 achievements	To complete the objective
<ul style="list-style-type: none"> Human Resource plan developed to support the strategic plan Board developed ED succession plan Reviewed all Board and operational policy Compensation program developed. To be implemented in 2019 	<ul style="list-style-type: none"> Implement organizational structure to allow goals to be achieved Implement compensation program tied to not-for-profit market Volunteer program has levels of participation for varying skill levels Foster a culture that embraces change and opportunity

<ul style="list-style-type: none"> Board developed process for 2018 ED performance evaluation 	
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Visible leadership from the Board to enable successful implementation of the Strategic Plan

Goal Achieved

2018 achievements <ul style="list-style-type: none"> 2018 Board self-evaluation complete Risk assessment initiated and report to the Board quarterly Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, MP/MPP community events etc) Board orientation and governance manual implemented and effective 	To complete the objective <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 By-laws and governance model mapped and published on the web
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Maintain Aurora Cultural Centre Accreditation and Transparency Reporting

Goal Achieved

2018 achievements <ul style="list-style-type: none"> November Financial YTD reporting 82% programming to 18% administrative costs Submitted application for re-accreditation of Imagine Canada 	To complete the objective <ul style="list-style-type: none"> Attain reaccreditation of Imagine Canada in 2019
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Report on Operations in January 2019

Live Performance Series

Date	Artist/Event	Series	Audience
January 18, 2019	Charles Richard-Hamelin	Great Artist Music Series	79
January 25, 2019	John Sheard Presents: Ella & Louis Cheek-to-Cheek	Brevik Hall Presents	150

Gallery & Exhibitions

In January, we hosted

From Memory - A juried exhibition to examine & celebrate memories that construct our stories, exclusively featuring the Society of York Region Artists.

SHOW DATES: January 5 – 26, 2019

WHERE: Red, Blue, Apple Suites and Great Hall Galleries

OPENING RECEPTION & AWARD CEREMONY: Saturday January 12, 2019 from 1 - 4pm

QUICK FACTS: 38 Artists, 61 pieces of work; 48 pieces of are for sale

WAYS OF SEEING EDUCATIONAL EVENTS

- Walkabout with Watercolour artist Nancy Newman Wed Jan 16, 2019 6:00 pm to 7:00 pm
- Docent in the Gallery: Multi-media artist Michele Carlino-Tamane Fri Jan 18, 2019 1:00 pm to 3:00 pm
- Docent in the Gallery: Photographer Kevin McBean Sat Jan 19, 2019 1:00 pm to 3:00 pm
- Figure drawing session with live model: Sat Jan 19, 2019 1:00 pm to 3:00 pm
- Conversation with SOYRA President and photographer Linda Welch Wed Jan 23, 2019

Educational Programs

Classes in the Winter term started January 12, 2019.

Classes for Children & Teens

Art Around the World	Ages 4 – 6	Saturdays	9:00 am – 11:00 am	January 12 – March 2
Faces & Places	Ages 7 – 10	Saturdays	11:30 am -1:30 pm	January 12 – March 2
A Journey Through Art & Time	Ages 11 – 15	Saturdays	2:00 pm – 4:00 pm	January 12 – March 2

PA Day Programs

Ages 4 – 12 Friday, January 18 and/or Friday, February 1 9:00 am – 4:00 pm

March Break at the Centre

The Art Lab	Ages 4-6	March 12	9:00 am – 12:00 pm
Comics, Cartoons & Superheroes	Ages 7- 12	March 12	1:00 pm – 4:00 pm

Classes for Adults (16+)

Drawing, Sketching, Pen & Ink	Mondays	6:30 pm – 8:30 pm	January 21 – March 18
Ukulele for Beginners	Tuesdays	6:30 pm – 7:30 pm	January 22 – March 19
Beginning Guitar	Tuesdays	7:45 pm - 8:45 pm	January 22 – March 19
Start Painting Now with Acrylics	Tuesdays	6:30 pm – 9:00 pm	January 22 – March 12
Expand Your Horizons in Acrylics Level 2	Thursdays	6:30 pm – 9:00 pm	January 24 – March 14
Exploring Watercolours	Thursday	10:00 am – 12:30 pm	January 17 – March 7
Exploring Watercolours	Thursday	1:30 pm – 4:00 pm	January 17 – March 7
Watercolours: Basics & Beyond	Thursdays	6:30 pm - 9:00 pm	January 24 – March 14
Open Studio	Tuesdays	10:00 am – 3:00 pm	January 15 – March 5

Wood Carving CANCELLED DUE TO ILLNESS

One-Day Workshops for Adults (16+)

The Art of Calligraphy	Saturday	10:00 am – 4:00 pm	February 2
Jewelry Making	Saturday	10:00 am – 4:00 pm	February 9
Mastering Still Life	Saturday	1:00 pm – 4:00 pm	February 23
Make Your Own Stained Glass Sun Catcher	Saturday	10:00 am – 4:00 pm	March 23

Rental Program

The following rental clients joined us in January:

Addiction Service of YR	Brevik	Friday, January 11	Staff Training
RBC	Brevik w/ AV	Wednesday, January 16	Client Appreciation evening
Paskke Quartet	Brevik	Saturday, January 26	Classical Concert
SOYRA	Brevik & Library Room	January Schedule	1 Exec in LR (Cancelled but paid) One General Mtg. in Brevik
Aurora Community Band	Brevik	January Rehearsal Schedule	Three Sunday evening rehearsals

Administration

- Project to transition to the Town IT infrastructure continues. Computers are expected to be connected by March 1, 2019. Working on file structure and transition plans. We will be able to cancel our Internet Service contract when we are all connected.
- Young Canada Works grant application submitted for summer student positions
- Canada Summer Jobs grant application submitted for summer work positions
- Ontario Trillium seed grant application submitted for Kaleidoscope in the Schools
- CIBC Children's Foundation grant application submitted for Kaleidoscope in the Schools
- Ontario Arts Council Music Presenters grant received for Music concerts in Brevik Hall from January – June 2019.
- Tax receipts for donors were mailed February 11, 2019
- RFP for Marketing Designer out February 12, 2019. To be awarded March 29, 2019

Human Resources

- Andrea Compton has agreed to take on the Temporary Part Time position of Gallery Assistant to support the gallery program during staff maternity leave
- Posting for a Facility Supervisor/Front of House part time employee to start as soon as possible
- Posting for a Volunteer & Visitor Services Coordinator will be out by February 15, 2019. Position is subject to funding and to be in place April 1, 2019. Full time role that backfills for staff member taking on Kaleidoscope in the Schools.
- Job evaluation team met to complete new scoring for backfill and changing positions
- Performance evaluations were completed with each staff member in January. Goals for 2019 are being set and approved this month.
- I will be on vacation from February 28 – March 10th inclusive

Facilities

- Lights for the outside Canada 150 art installation still be in installed, Town staff are aware of the project
- Temporary outdoor sign: met with Town staff September 25th. Design pending and will be installed when the ground thaws
- Red and Blue galleries were painted in January prior to the student installation of the Mayor's Celebration of Youth Arts.
- LED lighting capital project approved for the facility. Working with Town Staff to ensure specialized LED lighting fixtures are installed in Brevik Hall as part of the project
- Floor restoration capital project approved for the facility to repair and maintain heritage floors throughout the facility

Board Activities

- Executive Committee: January
- Finance Committee Meeting: January 7, February 7
- Fund Development Committee Meeting: January 14, February 5

Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Mass Culture Digital Discussion: Activating Municipal Cultural Plans webinar
- Elianas Cuevos & Jeremy Ledbetter Trio
- Alvin Ailey Dance

Respectfully Submitted by
Suzanne Haines, Executive Director
Aurora Cultural Centre

Board Fund Development Committee Meeting Minutes
February 5, 2019
5:30pm

In attendance: Damien Chan (Chair), Christina Kerr
Staff: Suzanne Haines
Regrets: Sharon Kelly, Amy Lane, Craig Mather

We did not have a set agenda for this meeting. The committee met to talk about what had happened so far in 2019 and strategies to respond to the risk factor of funding for Kaleidoscope in the Schools (KITS).

1. 2019 Grant results

While it is a staff function, there was an update on the grants. Staff submitted two grants for student summer employment: Young Canada Works and Canada Summer Jobs.

We received notification that we were successful with OAC Music Presenters for the period of January – June 2019. This is funding for music concerts we already program.

Staff applied for a Seed grant with the Ontario Trillium Foundation. This is a one year grant for KITS. Deadline was February 6th and we should find out in May. We will either get 100% of what we ask for or nothing.

Staff applied to the CIBC Children's Foundation for KITS. This is a corporate grant that is assessed by a staff complement. We are not sure of the assessment timing.

2. Donations

There is \$20,000 in the individual donor line, \$12,000 of which is regular ongoing donations. The additional \$10,000 is a new portion for any program but may best be KITS. There is still a strategy to be developed to achieve this additional \$10k. The committee will talk about this at the next meeting.

Damien asked for CIBC Wood Gundy to be added to the corporate prospects list. Their local office has funding that they have the ability to distribute in the community.

Christina asked for RBC Dominion Securities to be added to the list of corporate prospects. She has a contact there that she will follow up with.

3. Fortissimo

Sharon made calls to past donors. A handful could not be reached and we plan to follow up after the next concert. The result is a total pledge of \$8810 toward the campaign. Staff will follow up with renewal notices to all donors as their donations come up for renewal.

4. Sponsorships

BMO has agreed to come back for our Fall Jazz performance (tbd). We have an outstanding \$2500 in sponsorship to find. There are \$4000 of asks in the pipeline with two companies, both with very high expectations of participation.

5. Kaleidoscope in the Schools

There was a long discussion about KITS and the funding in the pipeline for this project. The committee felt that the total amount can be raised by the end of the year. The question is timing. There are still corporate sponsors/donors to approach through Damien's contact. There is the grant assessment and the Town contribution to the project. All indicators seem to show that the Town is interested in helping us make this project happen. The question is how the funding will come through. We will hopefully know more after the budget presentation on February 25th

6. Generating Audience

The Fundraising committee also would like to help the Board activate on social media to help generate audiences. Damien created a 'how to' for Board members (attached) to help you share and promote what happens at the Centre to your social media connections.

7. Next Meeting Date:

March 20 at 7:30pm

ACTION: Suzanne to send out calendar invite

8. Other Business – None

Meeting adjourned at 6:40pm

2019 Fund Development Strategy

2019 Development Streams	2019 Budget	Year End Projection	Variance Budget to Projection	Applied For	Committed	Received	Amount left to achieve to YE (to projection)	% Achieved (committed against budget)
1. INDIVIDUAL	107,000	107,000	-	\$92,000	\$83,810	\$609	23,190	78%
2. CORPORATE	59,500	59,500	-	\$130,000	\$44,000	\$8,000	15,500	74%
TOTAL	\$166,500	166,500	-	\$222,000	\$127,810	\$8,609	38,690	77%
1. INDIVIDUAL								
Individual Donations*	97,000	97,000	-	87000	\$75,000	\$579	22,000	77%
Classical Fund Donation	10,000	10,000	-	5000	\$8,810	\$30	1,190	88%
INDIVIDUAL TOTAL	\$107,000	107,000	-	\$92,000	\$83,810	\$609	23,190	78%
2. CORPORATE								
Corporate Sponsorships	24,500	24,500	-	\$47,500	\$22,000	\$8,000	2,500	90%
Corporate Donations**	35,000	35,000	-	\$82,500	\$22,000	\$0	13,000	63%
CORPORATE TOTAL	\$59,500	59,500	-	\$130,000	\$44,000	\$8,000	15,500	74%
TOTAL	\$166,500	\$166,500	\$0	\$222,000	\$127,810	\$8,609	\$38,690	77%

*Commitment letter for \$75,000 gift to be matched

**RBC Commitment of \$20k, plus \$15000 for Kaleidoscope