aurora cultural centre

AGENDA

Board of Directors Meeting #1 2019
7:00pm

Wednesday January 16th, 2019 Craig Mather, Chair

1	**MOTION** to Approve Agenda	All	
2	**Welcome to new Board Members**	Craig Mather	
3	**MOTION** to approve Minutes of previous meeting (December 12th , 2018)	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	Suzanne Haines	
6	**Finance Committee** Finance Committee update December 2018 YE **MOTION** To Receive the Finance Committee Update	Eric Acker	
7	**Governance and Nominating Committee** Update from the Governance Committee **MOTION** To receive the Governance and Nominating Committee Update	Michael Kennedy	

8	**Fund Development Committee** Update from the Fund Development Committee **MOTION** To receive the Governance and Nominating Committee Update	Damien Chan	
9	Executive Committee Update from Committee Chair **MOTION** To receive the Executive Committee Update **MOTION** To move in-camera	Craig Mather	
10	In Camera Session **MOTION** To return to Board Meeting		
11	Confirmation of next Meeting – February 13th , 2019	All	
12	**Motion** to Adjourn Meeting	All	

aurora cultural centre

Board of Directors – January 16, 2019

EXECUTIVE DIRECTOR'S UPDATE December 2018

This ED report has been reformatted to serve reporting needs on the 2018-2021 Strategic Plan.

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

OBJECTIVES	STRATEGIES	Jan-Dec 2018	Strategic Plan KPIs
a) Establish a recognized professional performing arts presenting program	• Strategically increase programming in popular music, classical music, family/children's performances, and theatre • Build programming for in school • Develop partnerships for offsite and site specific performances	• 20 events • Addition of a Toddler series • First puppetry event • Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest. • Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings	• Increase in the number and diversity of performing arts events (2017 = 13 events) • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys
b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery	• Develop relationships with all school boards on Mayor's Celebration for Youth Arts. • Develop guidelines and policy governing how group exhibitions are programmed • Develop curated/curator tour program for each exhibit • Promote fine art sales in professional gallery shows to the community	• Initiated developing guidelines group exhibitions • Research on best practices of tours and promoting educational activities • YTD: Tours, 297 participants • New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors. • 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	• 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
c) Be a venue for artistic education that offers unique experiences	• Program educational classes with artistically trained instructors • Offer a diversity of classes that complement and build	• In conversation with town about who will program what level to ensure full spectrum is offered • Developed over the summer "The Art of Japanese Ink	• Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys • 80% overall enrollment in programs/demand

professional instructors	on Town access programs • Build new educational synergies with other ACC programs • Build new educational opportunities during school closures for adults, children and youth	Painting (Sumi-E) class to take place in the Fall 2018 season. • Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August. • Launched PA day full day program for Winter session	

Professional Live Performance Series

Date	Artist/Event	Series	Audience
December 1	Old Man and the River	Meridian Magic Carpet	109
December 8	Robinson Crusoe & Friday	Kaleidoscope Family Series	60
December 13	Georgian Bay	Brevik Hall Presents	63

Gallery & Exhibitions

In December, we hosted

Date	Artist	Title of Exhibition	Description	Events
Saturday Dec 1 to Sat Dec 29, 2018	Helen Lucas	Why Do I Paint Flowers?	All Galleries – large floral works from 1990 – 2018 Internationally respected King artist	**Artist Opening** Reception: Dec 1, 2018 from 1pm-4pm **Ways of Seeing:** • Artist Talk: In conversation with Ernestine Tahedl and Helen Lucas on Wed Dec 5 from 6 to 8 pm • Meet the artist on Thurs Dec 13 6 to 8

Educational Programs

Fall classes ended in November. Winter registrations launched on November 7th. Classes in the Winter term start January 12, 2019.

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

OBJECTIVES	STRATEGIES	Jan-Dec 2018	Strategic Plan KPIs
a) Build Aurora Cultural Centre brand awareness and brand recognition	• Advocate for highly visible signage for the venue with Aurora Cultural Centre programming • Create corporate partnerships to build brand awareness and recognition • Create awareness that culture is an integral part of community life	• 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. • Research and quote now in-house for fabric banners to update outdoor standards on front side of building and a selection of the banners fixed	• 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)

	• Establish current brand as a highly-regarded destination for professional visual and live performing arts programming • 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.	to the building on the north side; design and printing to happen in Q4 • Planning Family Day 2019 with TOA to create synergistic programming • Completed comprehensive audit of professional performing arts/drama/music/gallery venue marketing collateral to gather information on best practices in advance of the creation of our own in-house 2018-19 Professional Arts Season brochure. Distributed to 20K households on September 13 through The Auroran. Distributed 6k in Globe & Mail throughout York Durham and Simcoe.	• Track and report on unique visitors to the Centre • Increase visitors to the venue (baseline 30,000 in 2017)
b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities	• 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 • Document and report on outreach to all culturally specific community associations to invite participation • Collect demographic information on patrons to further analyze participation	• AHS Newcomer Tour to end with ACC and an outline of our programs • Participation in the Multicultural Festival	• 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
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	• Build high performing website • Generate visibility and brand recognition through e-marketing and social media • Build and leverage relationships with local 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, Councillors and Mayor	• **Website Process started and continuing through Q1 2019. Expecting to be live February 14, 2019; selected e-commerce portal** • Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline • Update Trip Advisor online listing and obtain marketing collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON • Continue Constant Contact campaigns, social media updates, and tracking google analytics • Subscribing to Buffer social media platform to manage evergreen	• Growth in media coverage • Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors

	• Work with Town to promote success of new Cultural Precinct	content and scheduling of all platform content	

GOAL 3: Proactively reach out to develop and sustain long-term collaborative partnerships and relationships with our stakeholders, diverse cultural groups and agencies, and other community-based organizations.

OBJECTIVES	STRATEGIES	Jan-Dec 2018	Strategic Plan KPIs
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	• 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 • Proactively maintain solid relationships with partners	• Reworked partnerships with Pine Tree Potters and SOYRA • Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours. • Set up meetings with French Boards and YRCSB for January 2019 on Kaleidoscope	• Document how partnerships add value to Aurora Cultural Centre • Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation • Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission
b) Support building a Cultural Leadership Team	• Identify and engage with professional arts, cultural and heritage institutions in Aurora • Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan	• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan	• 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	• 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	• List of community arts providers assembled	• 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.	• Create an inviting, inclusive and participatory gathering place where community meets culture • Conduct a community-wide needs analysis to build relevant programs • Determine which existing communities need to be reviewed for changing demographics and program relevance	• 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	• 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

	• 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		welcoming in annual survey

The following rental clients joined us in December:

Aurora Farmers Market	Brevik, Red	Saturday, December 15	Marketplace
Aurora Community Band	Brevik	December Rehearsal Schedule	Two Sunday rehearsals
SOYRA	Brevik & LR	December Schedule	Executive Mtg LR; General Mtg in Brevik
Aurora Music Academy	Brevik Hall w/piano	Sunday, December 2	Student music recital
AIDS Committee of York Region	Brevik Hall	Tuesday, December 4	Staff and community partner training
Judith Thompson-Bouchard	Brevik Hall w/ piano	Thursday, December 6	Student music recital
Krasman Centre	Red Gallery	Tuesday, December 11	Staff holiday party
YRDSB /YR Children's Chorus	Brevik Hall w/ piano	Sunday, December 16	Concert
Canadian Mental Health Association	Brevik Hall	Tuesday, December 11	Annual Client Holiday Party
Christine Harrison	Brevik Hall w/ piano	Wednesday, December 19	Student music recital
Private Individual	Brevik Hall	Tuesday, December 18	Celebration of Life

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

OBJECTIVES	STRATEGIES	Jan-Dec 2018	Strategic Plan KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	• Create opportunities for corporate co-branding • Launch an updated corporate sponsorship program • Research and apply for Corporate Foundation grants	• 2 new corporate sponsors in place • 1 new corporate donor with 2-yr commitment	• Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs
b) Implement individual philanthropic gift fund raising program	• Gather and analyze information on current patrons • Revitalize individual gift program • Create a base of supporters that make an annual gift • Stewardship of every level of gift	• Analysis of current patrons complete • Major gift received • Commitment for 2019 major gift received • **Fortissimo, classical music campaign surpassed its goal**	• Audience database in place • Increase individual gifts to meet annual organizational needs

	• Develop & Implement legacy/planned giving program	• **Second major gift received** • **Additional $2250 in gifts received in December from existing donors**	
c) Increase government funding	• Proactively seek funding from all levels of government o Federal: Canadian Heritage, Canada Council for the Arts o Provincial: Trillium Foundation, Ontario Arts Council o Municipal: Town of Aurora	• Canadian Heritage funding secured • **Applications with Ontario Arts Council on Visual Arts and Music Presenter programs** • **Discussion with Trillium about Kaleidoscope for 2019** • **Discussions with Town of Aurora about 2019 budget**	• Secure federal and provincial grants related to arts and cultural programming • Secure funding to adequately support annual operational needs
d) Grow operational reserves	• Budget conservatively to allow windfalls to build reserve • Marketing strategies to generate additional revenues through participation	• $5000 transferred to contingency reserve in 2017 • **Funding for website project and IT hardware for new connection to Town funded through operational budget so no transfer of reserves required**	• Operational reserves in place • Strategically/conservatively invest reserves for growth • Financial success enables annual transfers to contingency reserves

GOAL 5: Remain a well-managed organization that is governed by a volunteer Board of Directors, demonstrating best practices in transparency, accountability and collaboration to our customers, stakeholders, staff and donors.

OBJECTIVES	STRATEGIES	Jan-Dec 2018	Strategic Plan KPIs
a) Continuously review progress of Strategic Plan implementation	• 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	• Staff outlined work plans in all areas of operations for the four years of the strategic plan • Staff report to the Board includes strategies initiated and KPIs achieved	• Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best implement Strategic Plan	• Review organizational effectiveness and structure to deliver new strategic plan • Foster a culture that embraces change and opportunity • Develop a succession plan for the Executive Director for emergency and long term • Develop and implement compensation system	• Human Resource plan developed to support the strategic plan • Board developed ED succession plan • Review all Board and operational policy • **Compensation program developed. To be implemented in 2019**	• 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

		• **Board developed process for 2018 ED performance evaluation**	documented and celebrated • Succession Plan in place for Executive Director
c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan	• 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	• 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 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
d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting	• Maintain status with Imagine Canada • Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)	• **November Financial YTD reporting 82% programming to 18% administrative costs** • Submitted application for re-accreditation of Imagine Canada	• Attain reaccreditation of Imagine Canada in 2019 • Excellent fundraising/expense ratios published on CRA website • Maintain charitable status

Administration and HR

- Project to transition to the Town IT infrastructure continues. Additional cables and wireless drops were installed in December. Computers are expected to be connected by March 1, 2019. We will be able to cancel our Internet Service contract when we are all connected.
- Secured a cloud-based e-commerce solution for ticketing, registrations, and donations. A minimum three year contract secured preferential rates and some free equipment. Once all data is transferred and we know it to be accurate, we will be able to cancel the contract with blackbaud/e-tapestry.
- Performance Evaluation documents for all staff were distributed in December. It is expected to be completed by January 31, 2019.
- Young Canada Works summer staffing grant was submitted January 15, 2019 for all summer positions. This grant covers 75% of eligible expenses for each student.

- Administration offices were closed December 24-January 1. Gallery hours continued on December 27-29.
- I had a discussion with Imagine Canada about their strategic plan and metrics of success. See attached memo.

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. No further communication.

Board Activities

- Executive Committee: December 19
- Finance Committee Meeting: January 7
- Fund Development Committee Meeting: January 14

Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Tour of Country Day School Performing Arts facilities with Town Staff (Robin/Shawna), Planning Partnership (David), Raw Design (Roland/Thomas) and Novus (acoustical consultant)
- Consultation with Interkom
- Staff and Board attended John Abel's Celebration of Life

Respectfully Submitted by
Suzanne Haines, Executive Director
Aurora Cultural Centre

Memo:

To: Board of Directors, Aurora Cultural Centre
From: Suzanne Haines, Executive Director
Date: January 11, 2019

Dear Board of Directors:

The Board requested more information on the metrics used by Imagine Canada to evaluate their success, and the value of accreditation to the organizations that go through the process. I spoke with the Manager of the Standards program on December 17, 2018 and they offered insight into how their still young, unknown and growing organization was going to achieve on their results in the coming years.

Here is a summary of some of the relevant information we talked about.

- **2016 MARKET RESEARCH:** They commissioned a survey on the Canadian public's perception of accreditation. Some results are attached for your reference. A key finding was that 72% of Canadians would have more confidence in a charity that is accredited by an independent body. 51% of respondents indicated they were also more likely to donate to an accredited organization.
- **2017 SURVEY OF ACCREDITED ORGANIZATIONS**: In 2017, Imagine Canada conducted a comprehensive survey of accredited organizations and the most highly cited benefits of accreditation were: Increased professionalism and credibility, more effective board governance, identified and reduced organizational risk, viewed as leading organization amount peers and increased public trust in the organization. The details of the results are included in the attached slides.
- **BUILDING PUBLIC AWARENESS OF THE BRAND**: Imagine Canada is placing an increased focus on building the brand of the Standards accreditation and promoting accredited organizations. One step they took was re-branding the Standards Program to a new trustmark that resonated more with the public. They are also promoting the Trustmark in a number of ways:
  - Guide to Giving website featuring accredited organizations and aimed at the giving public.
  - During the 2017 holiday giving season they conducted a digital campaign promoting the Trustmark on facebook, gmail and google
  - In spring 2018, they placed a full page ad in the Globe and Mail with associated digital ads (see page 3).
  - Going forward, they are committed to undertaking promotions aimed at the giving public.

In terms of our metrics, they are targeting to have 500 accredited organization by 2022. They do have several other metrics but they are more internal related to improving program

processes and will be developing metrics on public awareness in the future and can share those once they are established.

There are also case studies on their website with more details of the success others attribute to their participation in the program.

Respectfully submitted,

Suzanne Haines

Why the Standards Program?

IMAGINE CANADA | STANDARDS PROGRAM

Strengthen your Organization.
Showcase your Excellence.

unicef canada

"Having the Imagine Canada Standards Trustmark allows our board, volunteers, staff and donors to feel confident that we will have the **greatest impact possible."**

Dave Spedding, Chief Operating Officer, UNICEF Canada

IMAGINE CANADA

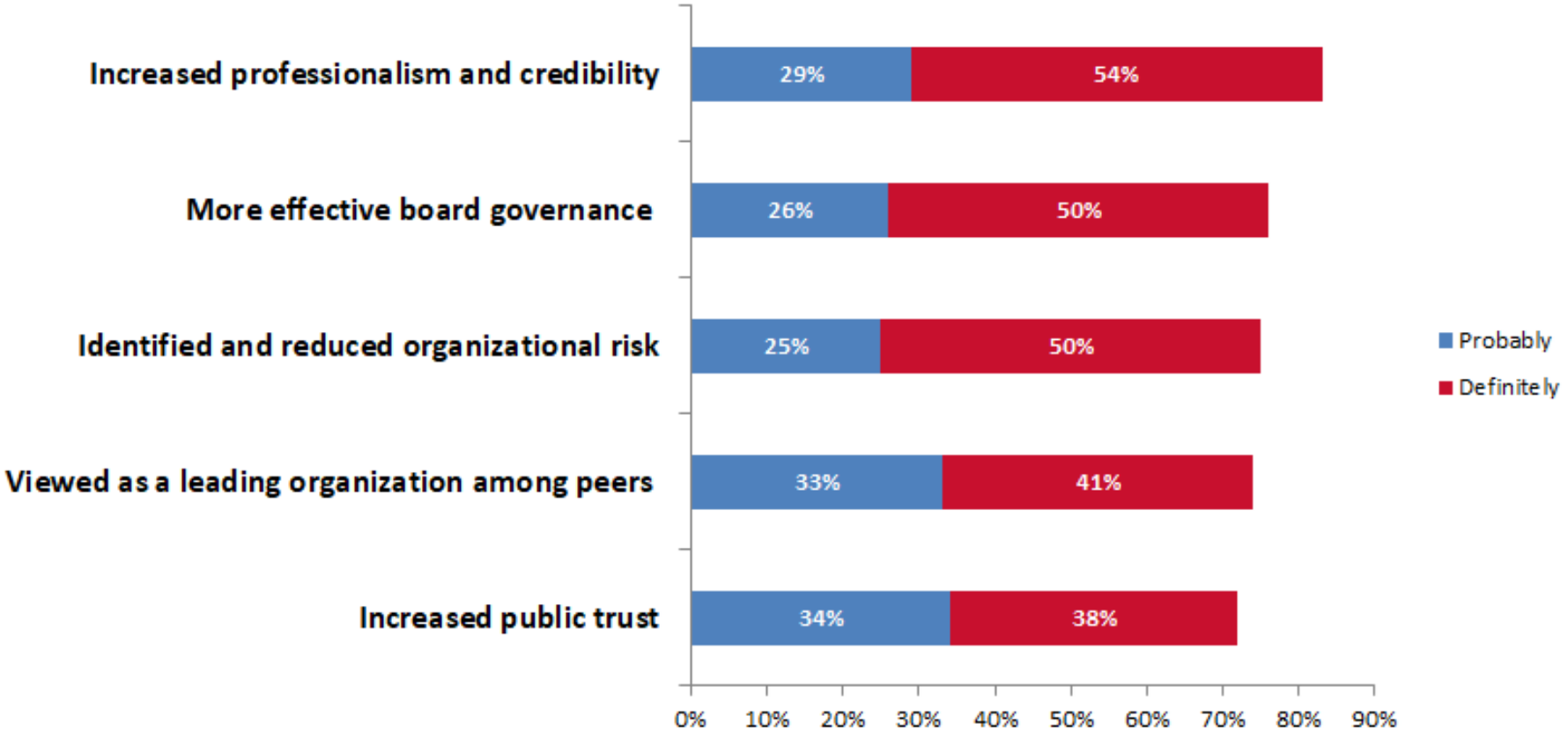
Canadian Hard of Hearing Association
NEWFOUNDLAND & LABRADOR

"Our participation in the Standards Program has strengthened our association as it 'forced' us to take a very top to bottom review of the key elements involved in running an association and created a benchmark to compare against. **I encourage all associations in Canada to participate in this program.** There is a lot of work involved and some commitment of resources, but the outcomes will be well worth the effort"

Leon Mills,
Executive Director

IMAGINE CANADA

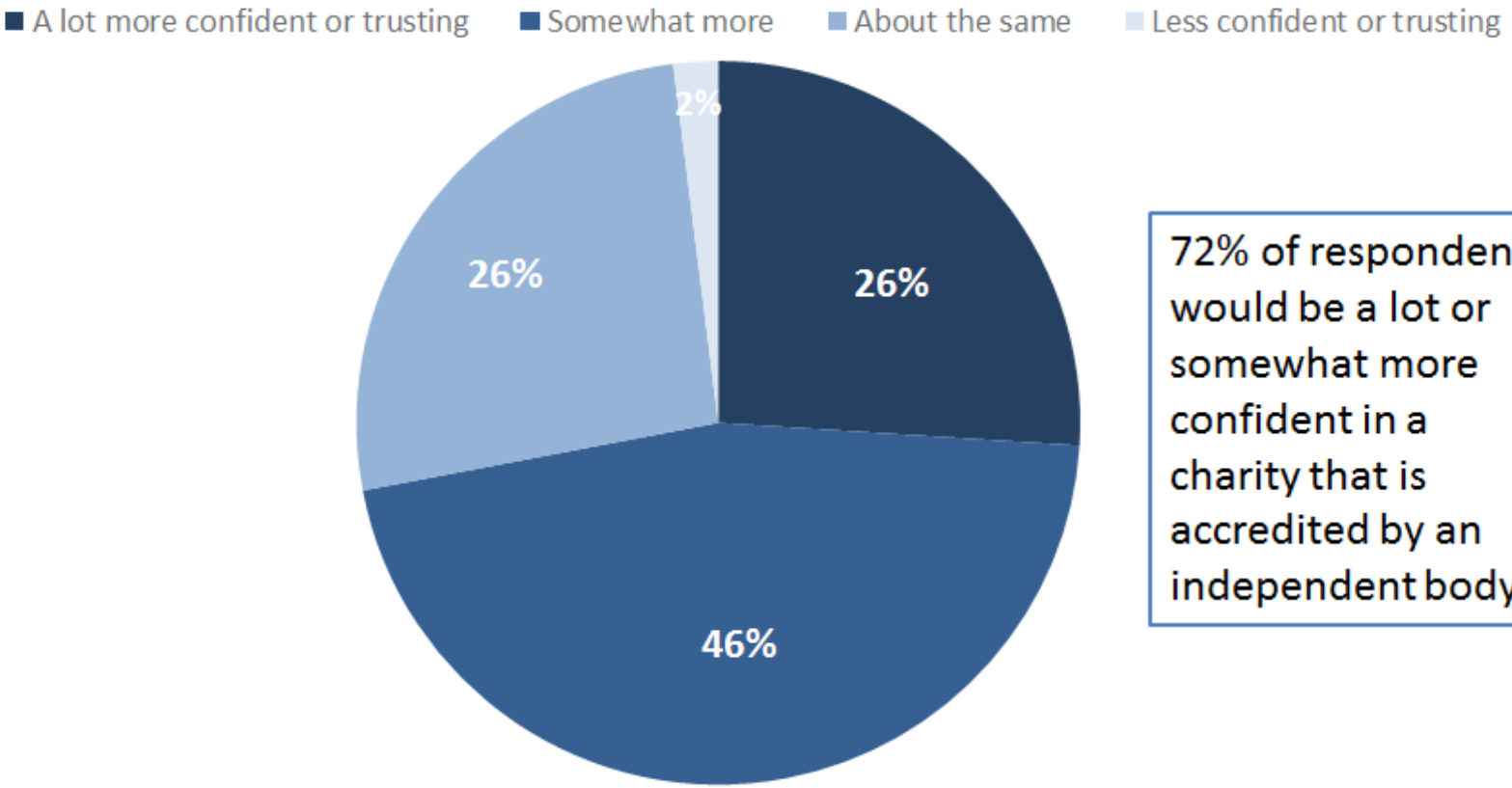
Benefits of Accreditation



IMAGINE CANADA

Trust & Confidence

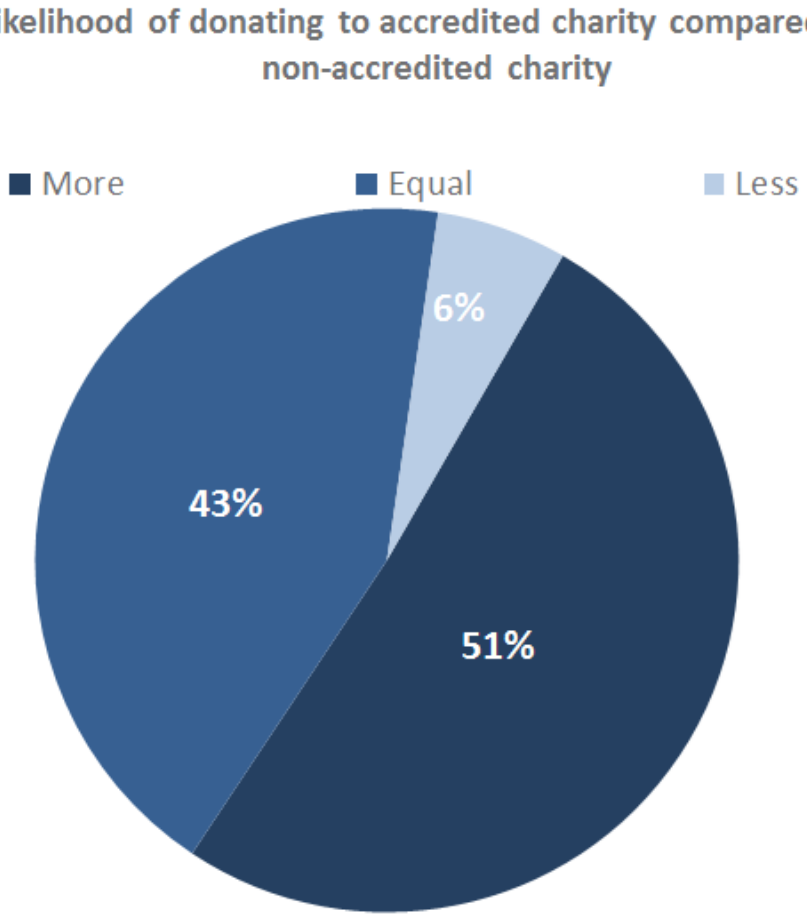
If you saw that a particular charity was certified or accredited by an independent body would this make you feel...



72% of respondents would be a lot or somewhat more confident in a charity that is accredited by an independent body

IMAGINE CANADA

Donation Dollars



51% of respondents indicated they were more likely to donate to an accredited charity

IMAGINE CANADA

...of Canada's **most recognized charities** are accredited by the Standards Program

In a 2016 survey, 1529 Canadians were asked unprompted to name the first organizations that come to mind when they think of charities. Of the 40 Canadian charities most frequently cited, 37% are currently accredited by the Imagine Canada Standards program.

IMAGINE CANADA

"We ask whether a charity is accredited or is in the process of being accredited through Imagine Canada's Standards Program as a fundamental part of our **assessment of proposals and funding opportunities**. Most importantly, knowing an organization is accredited means we proceed more quickly and readily to deeper dialogue and engagement with that group."

~ Jan Belanger, Vice-President, Community Relations
Great-West Life, London Life and Canada Life

IMAGINE
CANADA

Public Recognition

Public announcement

CanadaHelps giving portal

Guide to Giving

Trustmark **Brand Kit**

IMAGINE CANADA

Promote your Trustmark!

Digital Campaign

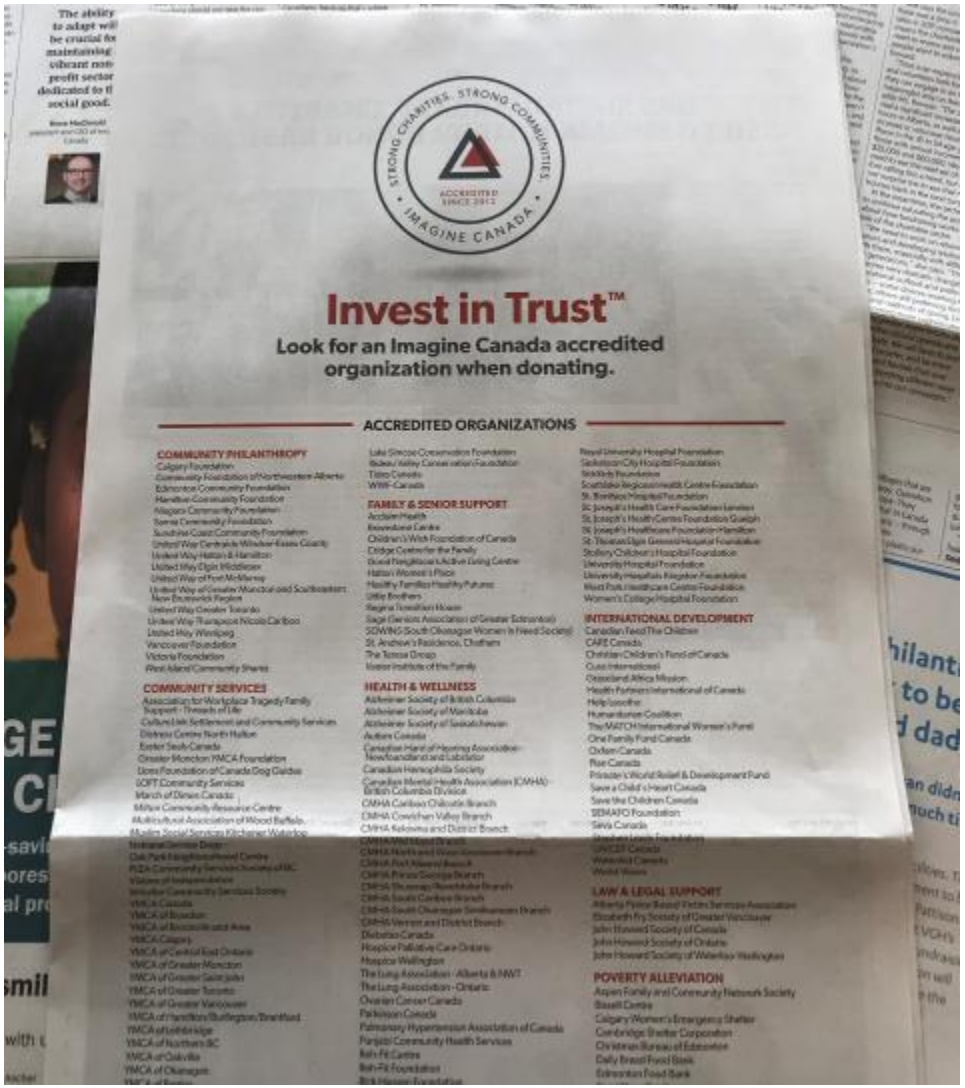
- Facebook
- Gmail
- Google
- LinkedIn

Took place between Oct-Dec 2017

Brand Promotion

June 1, 2018

- Accredited organizations featured in *Globe and Mail* full page ad.
- Ongoing digital campaign with ads on *The Globe and Mail* website throughout the month.



Not a one sized approach…

243 Accredited organizations

Almost 100 participants working towards accreditation