



## AGENDA

Board of Directors Meeting #9 2018  
7:00pm

Wednesday, November 14<sup>th</sup>, 2018

Craig Mather, President

|   |   |                |
|---|---|----------------|
| 1 | <b>MOTION</b> to Approve Agenda   | All            |
| 2 | <b>MOTION</b> to approve Minutes of previous meeting – 8(Wednesday, October 10 <sup>th</sup> , 2018)  | All            |
| 3 | Statements of Conflict of Interest  | All            |
|   | Imagine Canada Submission and Process Review  | Bonnie Kraft   |
| 4 | Marketing Strategy Presentation   | Jane Taylor    |
| 5 | <b>Executive Director Report</b><br><br>Presentation of the Monthly Managerial Commentary<br><br><b>MOTION:</b><br>To receive the Monthly Managerial report as information  | Suzanne Haines |
| 6 | <b>Finance and Audit Committee</b><br><br>2019 Fiscal Year Budget Discussion<br>Finance Committee update - September Results presentation<br><br><b>MOTION</b><br>To accept the Monthly Interim Financial Statements to September 30, 2018<br><br>To Receive the Finance and Audit Committee Update | Eric Acker     |
| 7 | <b>Fund Development Committee</b><br><br>Fund Development report<br>2019 Fund Development Strategy<br><br><b>MOTION</b><br>To Receive the Fund Development Committee Update   | Damien Chan    |
| 8 | <b>Governance and Nominating Committee</b>  | Mike Kennedy   |

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|    | Update on new Board Candidate Process<br>Update from the Governance Committee<br><b>MOTION</b><br>To receive the Governance and Nominating Committee Update |              |
| 9  | <b>Executive Committee</b><br><br>Update from Committee Chair<br><b>MOTION</b><br>To receive the Executive Committee Update                                 | Craig Mather |
| 10 | <b>Notice of Special Members Meeting - December 12<sup>th</sup>, 2018</b>   | All          |
| 11 | Confirmation of next Meeting – December 12 <sup>th</sup> 2018   | All          |
| 12 | <b>Motion</b> to Adjourn Meeting  | All          |



## MINUTES

Board of Directors Meeting #8 2018

7:00pm

**Attendees:** Craig Mather, Eric Acker, Mike Kennedy, Cllr Wendy Gaertner, Laura Hostick, Karen Johnston

**Staff:** Suzanne Haines

**Regrets:** Heidi Franken, Damien Chan, Sharon Kelly, Cllr Tom Mrakas

Wednesday, October 10<sup>th</sup>, 2018

Craig Mather, President

|   |   |                |
|---|---|----------------|
| 1 | <p><b>MOTION</b> to Approve Agenda</p> <p>Moved by: Eric Acker<br/>Seconded by: Mike Kennedy<br/>CARRIED</p>  | All            |
| 2 | <p><b>MOTION</b> to approve Minutes of previous meeting – 7(Thursday, September 13<sup>th</sup>, 2018)</p> <p>Moved by: Karen Johnston<br/>Seconded by: Laura Hostick<br/>CARRIED</p>   | All            |
| 3 | Statements of Conflict of Interest  | All            |
| 4 | Imagine Canada Policy Submission Update   | Deferred       |
| 5 | <p><b>Executive Director Report</b><br/>Presentation of the Monthly Managerial Commentary</p> <p><b>MOTION:</b><br/>To receive the Monthly Managerial report as information<br/>Moved by: Karen Johnston<br/>Seconded by: Laura Hostick<br/>CARRIED</p> | Suzanne Haines |
| 6 | <p><b>Finance and Audit Committee</b><br/>Initiate 2019 Fiscal Year Budget Discussion<br/>Finance Committee update - August Results presentation</p> <p><b>MOTION</b><br/>To accept the Monthly Interim Financial Statements to August 31, 2018</p>     | Eric Acker     |

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|    | <p>To Receive the Finance and Audit Committee Update<br/> Moved by: Eric Acker<br/> Seconded by: Karen Johnston<br/> CARRIED</p>  |                           |
| 7  | <p><b>Fund Development Committee</b><br/> Fund Development report<br/> 2019 Fund Development Strategy</p> <p><b>MOTION</b><br/> To Receive the Fund Development Committee Update<br/> Moved by:<br/> Seconded by:<br/> CARRIED</p>  | Deferred to November 14th |
| 8  | <p><b>Governance and Nominating Committee</b><br/> Update on new Board Candidate Process<br/> Update from the Governance Committee</p> <p><b>MOTION</b><br/> To receive the Governance and Nominating Committee Update<br/> Moved by: Wendy Gaertner<br/> Seconded by: Laura Hostick<br/> CARRIED</p> | Mike Kennedy              |
| 9  | <p><b>Executive Committee</b><br/> Update from Committee Chair</p> <p><b>MOTION</b><br/> To receive the Executive Committee Update<br/> Moved by: Mike Kennedy<br/> Seconded by: Wendy Gaertner<br/> CARRIED</p>  | Craig Mather              |
| 10 | <b>Other Business</b>   | All                       |
| 11 | <p>Confirmation of next Meeting – November 14<sup>th</sup> 2018</p> <p>Moved by: Mike Kennedy<br/> Seconded by: Laura Hostick<br/> CARRIED</p>  | All                       |
| 12 | <p><b>Motion</b> to Adjourn Meeting</p> <p>Moved by: Sharon Kelly<br/> Seconded by: Wendy Gaertner<br/> CARRIED</p>   | All                       |

## Board of Directors – November 14, 2018

### EXECUTIVE DIRECTOR'S UPDATE October 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-Oct 2018   | Annual KPIs   |
|--|---|--|---|
| a) Establish a recognized professional performing arts presenting program  | <ul style="list-style-type: none"> <li>Strategically increase programming in popular music, classical music, family/children's performances, and theatre</li> <li>Build programming for in school</li> <li>Develop partnerships for offsite and site specific performances</li> </ul>   | <ul style="list-style-type: none"> <li>20 events</li> <li>Addition of a Toddler series</li> <li>First puppetry event</li> <li>Advanced Meridian Magic Carpet Series toddler/very young child programming by one year to launch Q4 of 2018, due to sponsor interest.</li> <li>Three Magic Carpet shows secured for the 2018/19 performing arts season interspersed around the other performing arts bookings</li> </ul>   | <ul style="list-style-type: none"> <li>Increase in the number and diversity of performing arts events (2017 = 13 events)</li> <li>Excellent and recurring programming relationships with schools</li> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> </ul> |
| b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery | <ul style="list-style-type: none"> <li>Develop relationships with all school boards on Mayor's Celebration for Youth Arts.</li> <li>Develop guidelines and policy governing how group exhibitions are programmed</li> <li>Develop curated/curator tour program for each exhibit</li> <li>Promote fine art sales in professional gallery shows to the community</li> </ul> | <ul style="list-style-type: none"> <li>Initiated developing guidelines group exhibitions</li> <li>Research on best practices of tours and promoting educational activities</li> <li>YTD: Tours, 297 participants</li> <li>New for 2018 was Gallery tour orientation for the 4 Summer Camp Counsellors.</li> <li>Increased new audience exposure for Rebecca Last's reception held in conjunction with Doors Open (568 visitors). Interaction with visitors from outside local area – Toronto, Brampton, Mississauga</li> </ul> | <ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction ratings of Good, Very Good or Excellent on annual surveys</li> <li>20% increase in participation in Ways of Seeing lecture series</li> <li>Two formalized curated tours per professional visual art show</li> </ul>                     |
| c) Be a venue for artistic education that offers unique experiences  | <ul style="list-style-type: none"> <li>Program educational classes with artistically trained instructors</li> <li>Offer a diversity of classes that complement and build</li> </ul>   | <ul style="list-style-type: none"> <li>In conversation with town about who will program what level to ensure full spectrum is offered</li> <li>Developed over the summer "The Art of Japanese Ink"</li> </ul>  | <ul style="list-style-type: none"> <li>Greater than 90% customer satisfaction rating of instructors of Good, Very Good or Excellent on annual surveys</li> <li>80% overall enrollment in programs/demand</li> </ul>   |

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| professional instructors | on Town access programs <ul style="list-style-type: none"> <li>• Build new educational synergies with other ACC programs</li> <li>• Build new educational opportunities during school closures for adults, children and youth</li> </ul> | Painting (Sumi-E) class to take place in the Fall 2018 season. <ul style="list-style-type: none"> <li>• Worked with exhibiting artist Janine Wheeler over the summer to develop workshop for Summer campers that took place on August.</li> <li>• <b>Launched PA day full day program for Winter session</b></li> </ul> |  |
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### Professional Live Performance Series

The 2018-2019 Professional Series Brochure is now available and tickets are on sale for all events. We hosted one Brevik Hall presents concert in October. The audience was small but over 90% were new audience for the Aurora Cultural Centre from Aurora and surrounding communities.

| Date       | Artist/Event  | Series               | Audience |
|------------|---------------|----------------------|----------|
| October 12 | Alysha Brilla | Brevik Hall Presents | 66       |

### Gallery & Exhibitions

In October, we hosted

| Date                          | Artist         | Title of Exhibition   | Description  | Events   |
|-------------------------------|----------------|-----------------------|--|--|
| August 11 - November 24, 2018 | JANINE WHEELER | (through)Thick & Thin | Abstracted paintings - glazes of paint and dry media manipulate the eye and mind. A reflection on the creation process relating to physical and imagined spaces.   | Art talk and tour with Curator Stephanie Nicolò – Oct 3<br><br>Artist reception: October 24 from 6-8pm |
| October 6 – November 10, 2018 | TROY HOURIE    | Apparitions           | An immersive mixed-media installation composed of <i>The Bed</i> , <i>The Attic</i> and <i>The Writing Cabinet</i> . An immersive mixed-media installation examining the idea of “designing for wonder” by exploring the mysterious nature of Britten’s opera <i>The Turn of the Screw</i> . <i>Apparitions</i> is a long term inter-arts project and this exhibition will form its final iteration. | Artist Reception: October 20 1pm-4pm<br><br>Artist Performance – October 31 <sup>st</sup> , 6pm        |

### Educational Programs

Fall classes started on September 3<sup>rd</sup>. All classes, workshops and short courses ran in the term. Winter registrations launched on November 7<sup>th</sup>. Town of Aurora Program Guide comes out November 8<sup>th</sup> with all winter classes, workshops and short courses listed.

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

Please note there will be a staff presentation on Marketing Strategies for the company at the Board meeting.

| OBJECTIVES   | STRATEGIES  | Jan-Oct 2018  | Annual KPIs   |
|--|---|---|---|
| <p>a) Build Aurora Cultural Centre brand awareness and brand recognition</p>                                   | <ul style="list-style-type: none"> <li>• Advocate for highly visible signage for the venue with Aurora Cultural Centre programming</li> <li>• Create corporate partnerships to build brand awareness and recognition</li> <li>• Create awareness that culture is an integral part of community life</li> <li>• Establish current brand as a highly-regarded destination for professional visual and live performing arts programming</li> <li>• Create awareness of community engagement and outreach programming</li> <li>• Aurora Cultural Centre is positioned as the heart of the intended new Cultural Precinct</li> <li>• Comprehensive synergistic marketing plan for all programs at the Aurora Cultural Centre.</li> </ul> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 to the building on the north side; design and printing to happen in Q4</li> <li>• Planning Family Day 2019 with TOA to create synergistic programming</li> <li>• Completed comprehensive audit of professional performing arts/drama/music/gallery venue marketing collateral to gather information on best practices in advance of the creation of our own in-house 2018-19 Professional Arts Season brochure. Distributed to 20K households on September 13 through The Auroran. Will be distributed in Globe &amp; Mail</li> </ul> | <ul style="list-style-type: none"> <li>• General community survey in 2021 shows that Aurora residents are aware of the Aurora Cultural Centre and the benefits of arts and culture. (baseline established from 2017 survey in April 2018)</li> <li>• Track and report on unique visitors to the Centre</li> <li>• Increase visitors to the venue (baseline 30,000 in 2017)</li> </ul> |
| <p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p> | <ul style="list-style-type: none"> <li>• Develop Ambassadors (Board and Staff) to reach out to culturally specific clubs and organizations in Aurora</li> <li>• Build relationships with ethnic media</li> <li>• Reach out to real estate professionals and housing developers</li> <li>• Partner with school boards to create awareness for existing and new programs</li> <li>• Document and report on outreach to all culturally specific community associations to invite participation</li> <li>• Collect demographic information on patrons to further analyze participation</li> </ul>   | <ul style="list-style-type: none"> <li>• AHS Newcomer Tour to end with ACC and an outline of our programs</li> <li>• Participation in the Multicultural Festival</li> </ul>   | <ul style="list-style-type: none"> <li>• Increase the diversity of participation from all geographic regions of the community</li> <li>• Measure, document and report on level of participation with school boards and youth</li> <li>• Report on the benefits of participation in youth programs</li> </ul>  |

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| <p>c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community</p> | <ul style="list-style-type: none"> <li>• Build high performing website</li> <li>• Generate visibility and brand recognition through e-marketing and social media</li> <li>• Build and leverage relationships with local media</li> <li>• Implement more advertising as budgets permit</li> <li>• Develop and implement volunteer docent program</li> <li>• Invite volunteers from corporate community</li> <li>• Engage in increased government relations with MPs MPPs, Councillors and Mayor</li> <li>• Work with Town to promote success of new Cultural Precinct</li> </ul> | <ul style="list-style-type: none"> <li>• Website Process started Q2 and continuing through Q3 &amp; Q4</li> <li>• Continued excellent relationship with Auroran enabled the new monthly Speakeasy byline</li> <li>• Update Trip Advisor online listing and obtain marketing collateral to post at Centre to encourage more frequent Trip Advisor reviews to keep us as a top destination when searching Aurora, ON</li> <li>• Continue Constant Contact campaigns, social media updates, and tracking google analytics</li> <li>• <b>Subscribing to Buffer social media platform to manage evergreen content and scheduling of all platform content</b></li> </ul> | <ul style="list-style-type: none"> <li>• Growth in media coverage</li> <li>• Increased awareness of the Aurora Cultural Centre and its programs across the Town</li> <li>• Increased repeat visitors</li> </ul> |
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**GOAL 3: Proactively reach out to develop and sustain long-term collaborative partnerships and relationships with our stakeholders, diverse cultural groups and agencies, and other community-based organizations.**

| OBJECTIVES  | STRATEGIES  | Jan-Oct 2018   | Annual KPIs  |
|---|---|--|--|
| <p>a) Develop strong and relevant partnerships for the Aurora Cultural Centre</p> | <ul style="list-style-type: none"> <li>• Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes</li> <li>• Clearly define roles and responsibilities of partners involved in ACC relationships</li> <li>• Proactively maintain solid relationships with partners</li> </ul> | <ul style="list-style-type: none"> <li>• Reworked partnerships with Pine Tree Potters and SOYRA</li> <li>• Met with YRDSB on creating partnerships for Kaleidoscope in our Schools, Workshops, and Tours.</li> </ul> | <ul style="list-style-type: none"> <li>• Document how partnerships add value to Aurora Cultural Centre</li> <li>• Partnerships assist in creating awareness, gaining more access to funding and/or revenue generation</li> <li>• Measure partnership agreements to maximize ACC control of intellectual property, protect reputation and alignment with mission</li> </ul> |
| <p>b) Support building a Cultural Leadership Team</p>                             | <ul style="list-style-type: none"> <li>• Identify and engage with professional arts, cultural and heritage institutions in Aurora</li> <li>• Support the Town's need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan</li> </ul>                               | <ul style="list-style-type: none"> <li>• Participated in Cultural Partners review to understand cultural players and discuss activating the cultural master plan</li> </ul>  | <ul style="list-style-type: none"> <li>• Collaborative relationship is formed</li> <li>• Action Plan on deliverables in the Cultural Master Plan is in place and being implemented</li> </ul>  |
| <p>c) Develop clear programming objectives for</p>                                | <ul style="list-style-type: none"> <li>• Identify community arts providers</li> <li>• Identify criteria for involvement with the ACC</li> </ul>   | <ul style="list-style-type: none"> <li>• List of community arts providers assembled</li> </ul>   | <ul style="list-style-type: none"> <li>• Community arts providers feel connected to the ACC</li> </ul>   |



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| relationships with community arts delivery organizations | <ul style="list-style-type: none"> <li>Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan</li> </ul>   |  | <ul style="list-style-type: none"> <li>Community arts providers and professional arts organizations are connected</li> </ul>   |
| d) Be responsive to changing needs in the community.     | <ul style="list-style-type: none"> <li>Create an inviting, inclusive and participatory gathering place where community meets culture</li> <li>Conduct a community-wide needs analysis to build relevant programs</li> <li>Determine which existing communities need to be reviewed for changing demographics and program relevance</li> <li>Explore new opportunities to engage new residents, new cultural groups and youth</li> <li>Create an inviting atmosphere for all to participate, especially new participants based on outreach activities</li> </ul> | <ul style="list-style-type: none"> <li>Developed new performing arts programs to meet additional community needs with an objective to include a diversity of artist representation</li> <li>Extended customer survey to outside current market to gain broader feedback</li> </ul> | <ul style="list-style-type: none"> <li>Community programming needs analysis completed in 2019</li> <li>New programs in place by 2021</li> <li>Stakeholder and donor survey shows a high level of satisfaction with results</li> <li>ACC is rated highly accessible and welcoming in annual survey</li> </ul> |

The following rental clients joined us in October:

|                                |              |                         |  |
|--------------------------------|--------------|-------------------------|--|
| Third Age Learning York Region | Brevik Hall  | Four Mondays in October | Seminar for 150 people each date   |
| SOYRA                          | Brevik & LR  | October Schedule        | One Executive, and one General Meeting   |
| Aurora Community Band          | Brevik Hall  | October Rehearsal       | Three Sunday evening rehearsals  |
| Addiction Services of YR       | Brevik Hall  | Monday, October 1       | Q4 staff training  |
| Family Services of YR          | Brevik Hall  | Wednesday, October 3    | FSYR'S launch of staff's United Way campaign. Pot-luck, prizes and giving.               |
| Michelle Hodgson               | Brevik Hall  | Saturday, October 6     | Private Celebration for Wedding Anniversary  |
| Camphill Communities           | Library Room | Thursday, October 11    | Board of Directors Meeting   |
| ORMTA Newmarket & Area         | Brevik & LR  | Saturday, October 13    | Evening - Young Artist Tour co-sponsored with ORMTA Stouffville                          |
| ImprovAbility                  | Brevik Hall  | Saturday, October 20    | Fundraiser by and for ImprovAbility, improv and drama programs for Autistic Young Adults |
| Kerry's Place                  | Brevik Hall  | Tuesday, October 16     | Stakeholder/client evening of entertainment and awareness.                               |
| OPSEU Local 304                | Brevik Hall  | Tuesday, October 23     | Union meeting for 150 people. First booking. Looking at another date in the spring       |
| Camphill Communities           | Library Room | Tuesday, October 23     | Board of Directors Meeting   |
| York Region Community & Health | Library Room | Tuesday, October 23     | Department training  |

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| Gran Aurora | Brevik Hall | Monday, October 29 | Fundraiser in support of Stephen Lewis Foundation. Author Event with Astronaut Dave Williams, sold out 150 |
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**GOAL 4: Maintain a solid financial foundation and sufficient human capital to achieve the goals defined by our Strategic Plan.**

| OBJECTIVES   | STRATEGIES   | Jan-Oct 2018   | Annual KPIs  |
|--|--|--|--|
| a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre | <ul style="list-style-type: none"> <li>• Create opportunities for corporate co-branding</li> <li>• Launch an updated corporate sponsorship program</li> <li>• Research and apply for Corporate Foundation grants</li> </ul>  | <ul style="list-style-type: none"> <li>• 2 new corporate sponsors in place</li> <li>• 1 new corporate donor with 2-yr commitment</li> </ul>  | <ul style="list-style-type: none"> <li>• Co-branding partnerships established with companies</li> <li>• Increase corporate sponsorship programs to meet annual organizational needs</li> </ul>                                     |
| b) Implement individual philanthropic gift fund raising program                        | <ul style="list-style-type: none"> <li>• Gather and analyze information on current patrons</li> <li>• Revitalize individual gift program</li> <li>• Create a base of supporters that make an annual gift</li> <li>• Stewardship of every level of gift</li> <li>• Develop &amp; Implement legacy/planned giving program</li> </ul> | <ul style="list-style-type: none"> <li>• Analysis of current patrons complete</li> <li>• Major gift received</li> <li>• <b>Fortissimo, classical music campaign is \$335 away from achieving \$10k goal</b></li> </ul> | <ul style="list-style-type: none"> <li>• Audience database in place</li> <li>• Increase individual gifts to meet annual organizational needs</li> </ul>  |
| c) Increase government funding   | <ul style="list-style-type: none"> <li>• Proactively seek funding from all levels of government <ul style="list-style-type: none"> <li>o Federal: Canadian Heritage, Canada Council for the Arts</li> <li>o Provincial: Trillium Foundation, Ontario Arts Council</li> <li>o Municipal: Town of Aurora</li> </ul> </li> </ul>      | <ul style="list-style-type: none"> <li>• Canadian Heritage funding secured</li> </ul>  | <ul style="list-style-type: none"> <li>• Secure federal and provincial grants related to arts and cultural programming</li> <li>• Secure funding to adequately support annual operational needs</li> </ul>                         |
| d) Grow operational reserves   | <ul style="list-style-type: none"> <li>• Budget conservatively to allow windfalls to build reserve</li> <li>• Marketing strategies to generate additional revenues through participation</li> </ul>  | <ul style="list-style-type: none"> <li>• \$5000 transferred to contingency reserve in 2017</li> </ul>  | <ul style="list-style-type: none"> <li>• Operational reserves in place</li> <li>• Strategically/conservatively invest reserves for growth</li> <li>• Financial success enables annual transfers to contingency reserves</li> </ul> |

**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-Oct 2018   | Annual KPIs   |
|--|---|--|---|
| a) Continuously review progress of Strategic Plan implementation | <ul style="list-style-type: none"> <li>• Cascade deliverables of Strategic Plan throughout Aurora Cultural Centre organization and link to performance management system</li> <li>• Conduct regular updates for the Board on progress of strategic plan implementation</li> </ul> | <ul style="list-style-type: none"> <li>• Staff outlined work plans in all areas of operations for the four years of the strategic plan</li> <li>• Staff report to the Board includes strategies initiated and KPIs achieved</li> </ul> | <ul style="list-style-type: none"> <li>• Strategic and operational plans implemented as agreed</li> </ul> |

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| <p>b) Implement Organizational Development changes to best implement Strategic Plan</p>                        | <ul style="list-style-type: none"> <li>Review organizational effectiveness and structure to deliver new strategic plan</li> <li>Foster a culture that embraces change and opportunity</li> <li>Develop a succession plan for the Executive Director for emergency and long term</li> <li>Develop and implement compensation system</li> </ul>  | <ul style="list-style-type: none"> <li>Human Resource plan developed to support the strategic plan</li> <li>Board developed ED succession plan</li> <li>First phase of compensation program developed</li> <li>Review all Board and operational policy</li> </ul>   | <ul style="list-style-type: none"> <li>Administrative structure in place to support 2018-2021 Strategic Plan</li> <li>Volunteer program has levels of participation for varying skill levels</li> <li>Strategic plan success and milestones documented and celebrated</li> <li>Succession Plan in place for Executive Director</li> </ul>                                  |
| <p>c) Continue visible leadership from the Board to enable successful implementation of the Strategic Plan</p> | <ul style="list-style-type: none"> <li>Create and implement a Board succession plan for key Board functions to support the Strategic Plan</li> <li>Create annual goals and work plan for the Board and Committees</li> <li>Implement Board Self Evaluation and take action on areas needing development</li> <li>Conduct governance training as required</li> <li>Recruit highly talented Committee members to support the strategic plan implementation</li> <li>Conduct risk assessment</li> <li>Recruit diversity in Board membership</li> <li>Build Board visibility at Aurora Cultural Centre and community events</li> </ul> | <ul style="list-style-type: none"> <li>2018 Board self-evaluation complete</li> <li>Risk assessment initiated and report to the Board quarterly</li> <li>Board members commit having at least one Board member as ACC events and community events as requested (Chamber events, MP/MPP community events etc)</li> </ul> | <ul style="list-style-type: none"> <li>Board Self-evaluation completed annually</li> <li>Committees defined and in place</li> <li>Board orientation and governance manual implemented and effective</li> <li>By-laws and governance model mapped and published on the web</li> <li>Board well governed</li> <li>Risk analysis completed and monitored quarterly</li> </ul> |
| <p>d) Maintain Aurora Cultural Centre Accreditation and Transparency Reporting</p>                             | <ul style="list-style-type: none"> <li>Maintain status with Imagine Canada</li> <li>Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense)</li> </ul>   | <ul style="list-style-type: none"> <li>August TYD reporting 84% programming to 16% administrative costs</li> <li>In progress on re-accreditation of Imagine Canada; <b>IC staff review of submission outlined some tweaks to the entries. All updates to be completed by November 15</b></li> </ul>                     | <ul style="list-style-type: none"> <li>Attain reaccreditation of Imagine Canada in 2019</li> <li>Excellent fundraising/expense ratios published on CRA website</li> <li>Maintain charitable status</li> </ul>  |

### Administration

- Website work continues. Elissa Chan has been retained as Project Coordinator to complete the project to implementation in January.
- Project to transition to the Town IT infrastructure continues.

- Meridian support for the Meridian Magic Carpet season announcement made October 16<sup>th</sup>, 2018 with photo opportunity and press response.
- One of our founding volunteers, Grant McLeod, passed away October 9, 2018. Grant was our bartender at concerts. A memorial service was held November 4<sup>th</sup> at the Aurora Cultural Centre.

### Facilities

- New part time staff are being trained to support library square facilities
- Continue to manage Brevik Hall floor remediation with Town staff
- Lights for the art installation still be in installed, Town staff are aware of the project
- Temporary outdoor sign: met with Town staff September 25<sup>th</sup>. No further communication.

### Board Activities

- Executive Committee Meeting: November 13
- Finance Committee Meeting: November 8
- Fund Development Committee Meeting: October 16
- Governance Committee Meeting: November 7

### Community Connections/Artistic Events

- Met monthly with Robin McDougall, Director Community Services
- Participated in a meeting with acoustical consultant for the new performance hall with Town staff and consultants.
- Met Bruce Gorman, new CEO of the Aurora Public Library
- Met with Samantha Rodin, YRAC regarding Advocacy project
- Met Canadian Heritage program officer
- We hosted an Aurora Chamber of Commerce Business After 5 on November 1, 2018.
- I attended Theatre Aurora's Daniel Maclvor double bill of one act plays on November 1, 2018

Respectfully Submitted by  
 Suzanne Haines, Executive Director  
 Aurora Cultural Centre