

CREATIVE TRUST FOR ARTS & CULTURE GOVERNANCE POLICIES OVERVIEW

DEFINING GOVERNANCE

Because governance is a word that means different things to different people, I thought some definitions might be helpful:

“Governance is the process and structure used to direct and manage the business and affairs of the corporation with the objective of fulfilling the mandate of the organization. Excellence in governance is a philosophy and method that secures organizational legitimacy and the resources necessary to fulfill the mandate of the organization by generating public confidence in the stewardship of the Board of Directors and the professionalism of Staff.”

“Governance is the shared obligation of arts professionals and the board for accountability, responsibility and structures that ensure the ongoing health, sustainability and achievement of the mission of an arts organization.”

“Governance is defining how the collaboration process works.”

BOARD ROLES AND RESPONSIBILITIES

The board of a not-for-profit organization is generally understood to be responsible for ensuring that there are sufficient resources for programs and activities, and that these are consistent with the organization’s mission and values. The board monitors the organization’s scope of activity, financial health, and plans for the future, and provides support and guidance to the staff by establishing policies in areas such as strategic planning, personnel and finance.

As Claire said, our board’s ultimate responsibility is to safeguard Creative Trust’s mandate, and ensure that we’re doing what we say we’re doing in the best, and most responsible and transparent way.

Creative Trust currently defines the board’s roles and responsibilities as falling into four key areas: stewardship, financial oversight and accountability, resource development and community outreach. I believe these are appropriate, but have attached a revised and somewhat more detailed proposal on board roles and responsibilities for your consideration.

SENIOR STAFF ROLES AND RESPONSIBILITIES

The senior staff member (executive director) of a non-profit is generally responsible for day-to-day operations, program delivery, financial management, communications, outreach and marketing, implementing the fundraising plan, and planning. The executive director is also responsible for identifying human resources and other infrastructure needs, and hiring and supervising staff.

Creative Trust currently has no structured oversight of senior staff, and no policies specifically related to employment. I recommend that we form an ad hoc Human Resources Committee to review the attached draft Employment Policy, and negotiate the renewal of the Executive Director's contract, including reporting and evaluation procedures.

BOARD AND STAFF ROLES AND RESPONSIBILITIES

Because the separate and mutual roles and responsibilities of board and staff in a not-for-profit organization are often not well defined or understood, I have prepared an outline of Board and Staff Roles and Responsibilities for your consideration.

COMMITTEE ROLES AND RESPONSIBILITIES

Creative Trust currently has two active committees: **Executive and Finance and Development**, which are meeting regularly and working well. I recommend adding to the responsibilities of the Executive and Finance Committee, and clarifying the reporting structure of the Development Committee, according to the attached revised Terms of Reference.

We have had other ad hoc committees including a **Programming Committee**, which met during the development of the program structure, and eligibility and admission procedures; and a **Gala Committee**. We should re-activate these (the Gala Committee as a Special Events Committee) if needed.

I recommend forming an ad hoc **Human Resources Committee**, to assist the Executive Director to develop employment policies and create reporting and evaluation procedures for staff. This committee might be made up of 2 – 3 members of the board, and meet only as needed. We have recently agreed to re-activate the **Communications Committee**, to help staff develop and implement a communications and media strategy for Creative Trust. This committee might include members of the advisory council and representatives of companies who are participating in the Working Capital for the Arts program.

An overall proposal regarding Committee Roles and Responsibilities is attached for consideration.

ADVISORY COUNCIL ROLES AND RESPONSIBILITIES

The Advisory Council has been defined as a supportive body working with the Board to advance Creative Trust's goals and activities. I recommend that we reaffirm the Advisory Council's existing Terms of Reference, with the slight revisions attached.

DECISION-MAKING PROCESSES

Working Capital for The Arts Program: We all feel that Creative Trust has a special responsibility for clarity in its decision-making around the Working Capital for the Arts program.

We have been working under the assumption that all decisions related to the development of the program are policy decisions, and I have therefore been bringing detailed proposals to the board for discussion and approval. Now that the structure of the program is set, we want to ensure that our processes are documented and adopted as policy. We also need to agree on which remaining decisions are the board's.

We have so far adopted, as policy, the program's Core Principles and Goals, Eligibility Criteria, Guidelines, Admission Process, Organizational Assessment Template, Work Plan Development Process and Structure, Agreement Form, and Agreement Process.

The board should at future meetings adopt as policy the process by which deficit reduction and working capital grants are made; decisions on making these grants should be subject to board approval. The process of evaluation should also be adopted as board policy; other processes may be appropriate to adopt as policy as the program develops.

Creative Trust: We currently have adopted policies on Investment, Conflict of Interest, and Equity, Access and Racism. We have developed formats for financial and fundraising reports, and have developed a process for audit review and approval. We need to develop an Equity Implementation policy; there may be other policies required in future.

CREATIVE TRUST FOR ARTS & CULTURE WORKING CAPITAL FOR THE ARTS PROGRAM POLICIES AND PRINCIPLES

VISION AND MISSION STATEMENT

Creative Trust: Working Capital for the Arts is a program to support and strengthen Toronto's mid-size creation-based performing arts companies, by assisting them in developing their planning and financial skills, achieving organizational and financial balance, and acquiring and maintaining a fund of working capital.

By helping participating companies build artistically vital, financially balanced organizations, Creative Trust's ultimate objective is a stronger, more vibrant performing arts community whose most innovative music, dance and theatre companies create, produce and present their work in a healthy and sustainable environment.

CORE PRINCIPLES

- Working Capital for the Arts will be grounded in the core belief that positive change for the arts can be achieved only if artists and arts professionals reclaim control, energy and self-esteem.
- The program will be developed within this context of shared vision and values.
- The program's content, criteria and goals will reflect the understanding that the artistic vision is at the heart of each organization.
- The program will try to build a flexible, holistic model of organizational health.
- The program will encourage and develop management practices that support the goal of sustainability of the artistic mission.
- The program believes and will encourage the view that planning will increase the probability of an organization sustaining its mission.
- The program believes that economic balance is essential to allowing arts organizations to advance and sustain their missions.
- The program encourages each organization to take responsibility for finding its own, most effective, working balance between artistic mission and economic means.
- The program will allow organizations to make and test their own decisions.
- The program will stress the creation of art as a measure of success.

- The program will require sustained initiatives, and will seek the development of long-term organizational growth and development.

SUPPORTING OBJECTIVES

- To support and enhance the knowledge, skills and abilities of the human resources of mid-size performing arts companies
- To recognize and sustain the leadership in these organizations
- To help arts organizations flourish as dynamic and financially healthy artistic entities, and thereby increase their probability of survival
- To build an environment that can sustain a healthy, dynamic and diverse arts sector
- To assist in creating a “culture of shared resources”
- To foster discussion, debate and action for the long-term sustainability of the arts in Toronto
- To communicate clearly who the mid-size performing arts companies are, what they do, and why they are important to our communities and society

CRITICAL FACTORS FOR SUCCESS

Creative Trust believes that the following key characteristics, internal operating capacities and behaviours, taken together, provide the best framework for success and are essential for maintaining and sustaining a healthy, balanced and productive arts organization over time:

- Leadership
- Vision/Values/Mission
- Working Processes
- Relationships
- The Organizational Equation
- Resource Development
- Infrastructure
- Planning and Learning

Creative Trust’s process of working will be tailored to the individual participating organizations and will assess and address each of the above elements. As part of the working process, all participants will be asked to describe how they address these elements and what areas need attention or further development.

**CREATIVE TRUST FOR ARTS & CULTURE
BOARD OF DIRECTORS
ROLE AND RESPONSIBILITIES**

The Board of Directors of Creative Trust for Arts & Culture is made up of individuals who have demonstrated leadership in encouraging and supporting Toronto's mid-size creation-based performing arts companies, and are committed to building a healthy and sustainable future for this sector. They are able and willing to bring new resources to Creative Trust, and to build partnerships with individuals and groups who can advance its mission. They have the skills to assist Creative Trust in meeting its goals, the desire to advocate on its behalf, and the willingness to fulfill specific tasks.

The Creative Trust Board meets regularly, every six weeks, to fulfill its responsibilities as outlined below. Board members are also expected to sit on one or more committees.

Stewardship

The Board provides leadership in supporting and sustaining Creative Trust's mission and values, developing and implementing a continuous strategic planning process, and for planning for Board and senior staff succession.

Board members are expected to demonstrate a commitment to the organization's mission and values, maintain sufficient knowledge of and oversight of the activities of the organization to provide stewardship, and commit the time necessary to fulfill their responsibilities

The Board is also responsible for defining its own role and responsibilities, and for creating an environment in which the board and its members, individually and as a whole, are fulfilling their roles and responsibilities.

Financial Oversight and Accountability

Through the Executive and Finance Committee, the Board is responsible for establishing and monitoring Creative Trust's financial policies and procedures, and for monitoring and controlling financial risk. These policies and procedures will be established to maintain financial records in accordance with generally accepted accounting principles and to ensure timely and accurate financial reporting to the Board and other stakeholders. Creative Trust has appointed an auditor who will be charged with performing the annual audit and with assisting the Board in ensuring such adherence.

The Board will create Investment policies that establish guidelines and monitoring procedures to govern investment of Creative Trust's financial resources. These policies will be reviewed at least annually.

Resource Development

The Board is responsible for providing leadership in developing the resources necessary to achieve and sustain Creative Trust's mission. Board members contribute to and understand the fundraising plan, and work together with the staff to attain Creative

Trust's fundraising goal by participating in the process of identifying and cultivating contributors, and by making a personal financial contribution to the best of their abilities.

Board members are also expected to act as a resource by providing services and advice to assist the organization.

Community Outreach

Board members act as ambassadors for the organization, reaching out into the community on its behalf, creating the interest and excitement that brings ideas and partnerships, and cultivates opportunities for the development of new resources.

Board members are expected to be passionate advocates for the vitality, importance and needs of Toronto's creation-based music, theatre and dance companies, and to understand the mission, values and major activities of the organization, and champion its cause within the arts community and to the wider community.

**CREATIVE TRUST FOR ARTS & CULTURE
EXECUTIVE DIRECTOR
ROLE AND RESPONSIBILITIES**

The Executive Director is the senior staff member of the organization, and is hired by and reports to the Board of Directors to undertake the following:.

Major Responsibilities:

- The day-to-day operations of Creative Trust and the delivery of its programs
- Strategic planning, and policy and organizational development
- Establishing and maintaining the administrative structure necessary to achieve the aims and objectives of Creative Trust, including the selection and engagement of staff, either by contract or employment
- Financial management and controls
- Implementing the fundraising campaign and overseeing its progress
- Communicating the program's goals and objectives in the most compelling possible way, in collaboration with the Board of Directors
- The establishment and maintenance of close liaison and relationships with the Board of Directors and Advisory Council, and management and creative leadership of the organizations in the programs; representatives of private and public sector funders; the Toronto arts community; other stabilization programs in Canada and elsewhere; and the general public
- Other tasks which may be required

**CREATIVE TRUST FOR ARTS & CULTURE
ADMINISTRATIVE EMPLOYMENT
POLICIES AND PROCEDURES
TERMS OF EMPLOYMENT**

EMPLOYMENT PHILOSOPHY

Creative Trust is committed to the highest possible standards of human resources policy and practice, and to creating a working atmosphere that is open, supportive and rewarding. Wherever possible, employees will be offered a variety of work experiences, and have access to the training they need to do their job well. They will be best informed of how their job relates to the Creative Trust as a whole, and will be recognized for work well done.

HIRING

Available administrative positions will be advertised to ensure fair access; postings will include job descriptions and requirements that are as clearly defined as possible.

Existing employees who may qualify for consideration or promotion will be encouraged to apply.

After the advertised application deadline, a short list of candidates will be drawn up for interviews. The successful candidate will be chosen after interviews are completed. During this process the Executive Director will seek the opinions and advice as may be appropriate from any committee chair(s) who will be most directly involved with the employee, but final decisions on hiring will be made by the Executive Director. All candidates will be notified of the results of the hiring process as quickly as possible.

LETTERS OF AGREEMENT

All full-time and contract administrative employees enter into Letters of Agreement with the Executive Director. The Letters of Agreement outline details specific to the position.

A full job description will be attached to each Letter of Agreement.

TERMS OF EMPLOYMENT

In addition to the Letter of Agreement, the following employment policies apply:

1. Our regular work week is 35 hours per week, served between the hours of 9:00 am to 6:00 pm, with a one hour lunch break.
2. Summer hours will begin June 1 through Labour Day. During this period employees have the option of serving our 35 hour work week during the following hours:
 - 8:30 a.m. to 6:00 p.m. Monday through Thursday
 - 8:30 a.m. to 12 noon Friday

3. Meetings and events may be held in the evenings or on weekends, and are considered part of the job. Because there is no provision for overtime pay in the budget, Creative Trust provides some paid time off in lieu of overtime worked as follows: up to a two week period encompassing Christmas and New Year's, and additional time off of up to 5 days depending upon the extent of overtime worked.
4. Statutory holidays are New Year's Day, Good Friday, Victoria Day, Canada Day, Civic Holiday in August, Labour Day, Thanksgiving Day, Christmas Day, and Boxing Day. Employees receive regular pay for these days. Religious holidays other than those listed here can be negotiated with the Executive Director.
5. Vacation time is allocated on a calendar year basis, so vacation days cannot be carried past December 31st. Employees are entitled to two weeks paid vacation in their first and second year of employment, three weeks in their third year, and four weeks after their third and in any following years. Holiday schedules must be approved by the Executive Director at least one month in advance.

Upon leaving Creative Trust, employees will receive 4% vacation pay for any unused vacation days in that year.

6. Employees will receive regular pay during sick days of up to 14 days in a calendar year. Employees must notify the office as soon as possible if they are unable to come to work. Any absence longer than 5 days may require notification from a doctor. In cases where more than 14 sick days are required, arrangements will be made between the employee and the Executive Director.
7. Compassionate leave, or leaves of absence for personal reasons, may be granted by the Executive Director, but will not normally exceed one week; these leaves are paid if granted.
8. To have work-related expenses reimbursed, an expense request must be made to the Executive Director for approval prior to the expenditure, and an expense claim and receipts must be submitted afterwards.
9. All purchasing of materials and supplies is coordinated through the Administrative Coordinator.
10. Conflict of interest is an issue that can affect employees, who must keep the Executive Director informed of other activities they undertake which could be seen to be related to their work. The most obvious example of this would be any involvement with an organization or individual(s) seeking business or employment with Creative Trust, or admission to the Creative Trust *Working Capital for the Arts* program. It is imperative that employees are seen to be wholly objective in any dealings with outside interests.
11. It is essential that confidentiality be maintained by Creative Trust employees on all information, opinions, decisions etc., which may be expressed within the office and committee and board meetings, and which may reflect on external relationships past, present or future.

12. Creative Trust is a professional arts organization and employees must operate professionally, efficiently and courteously at all times and must support the goals, programs and activities of Creative Trust in dealings with members, clients, other companies and the public. If an employee is hindered from performing his or her duties in such a manner, it is his or her responsibility to bring this to the attention of the Executive Director.
13. Creative Trust adheres to the Anti-Racism, Access and Equity Policies that are appended to this Employment Policy document.

EVALUATION

Creative Trust recognizes that open and ongoing discussions between employees and their employers are vital to a productive and happy work environment. Performance reviews are a key part of this process. Performance reviews are planned and documented private discussions and exchanges between an employee and the Director/manager to whom she/he reports. The purpose of such reviews is to give both employee and employer a chance to discuss the working situation, recognize progress, develop mutual understanding, and plan for professional development and future objectives. It may also be used to discuss pay increases.

Performance reviews are conducted 3 months from the date of assuming a position and annually thereafter. If necessary, they can be scheduled at more frequent intervals. The performance review for the Executive Director will be conducted between the Executive Director, the Board President and one other Board member selected by the Executive Director. Performance reviews for employees will be conducted between the employee and the Executive Director. They will include a discussion of achievements and problems during the year and, where appropriate, input from relevant committee chairs.

A written summary of the discussion is prepared and signed by both parties as a complete and true account of the conversation. Documentation of reviews is confidential and is accessible only to the employee, the Director/manager to whom he/she reports and Creative Trust's Executive Director.

TERMINATION

Each Letter of Agreement specifies a notice period for termination. In case of a firing, it is expected that the employee will have received warnings, documented in writing. In the case of resignation, it is expected that the termination period will be honoured to allow for replacement, and that any commitment to training such a replacement will also be honoured.

**CREATIVE TRUST FOR ARTS & CULTURE
DEFINITION
OF THE SEPARATE AND MUTUAL ROLES AND RESPONSIBILITIES OF
CREATIVE TRUST BOARD AND STAFF**

Mission: Defining and achieving the mission is a shared responsibility, with leadership coming from staff

- Staff's role is to advance the mission and promote the values of the organization with carefully planned activities that are achievable with available resources
- Board's role is to support the mission and values of the organization by protecting it and allowing it to achieve its goals; by reaching out into the community to generate financial resources; and by helping to involve others in its work

Programs and Activities: Identifying and carrying out programs and activities that advance the mission is a shared responsibility, with leadership coming from staff

- Staff's role is to create realistic plans backed up by realistic budgets; identify tasks that need to be done and problems that can't be solved with available resources; and define needs and expectations of the board
- Board's role is to understand the organization's needs and expectations; identify ways they can assist, and take responsibility and initiative without undermining staff

Communications and community relations: Ensuring that the mission is clearly communicated and that the community is aware and involved in the organization is a shared responsibility

- Staff's role is to see that all communications reflect the organization's mission and values and that all activities contribute to the community
- Board's role is to act as ambassadors for the organization, reaching out into the community on its behalf, creating the interest and excitement that brings ideas, volunteers, new partnerships and other resources

Organizational sustainability: Ensuring a sustainable future is a shared responsibility

- Staff's role is to plan, budget and manage so as to ensure sustainability; and provide the board with the information it needs to understand and contribute to the organization's finances and operations
- Board and staff share the role of finding the resources needed to ensure a financially stable and sustainable environment
- Board's role is to assist in creating a strong working team by ensuring staff satisfaction, stability and orderly recruitment

Personal growth and fulfillment: Staff and board are equally responsible for ensuring that everyone involved with the organization is valued, respected and supported – and that their work is fulfilling and rewarding

- Staff's role is to build a strong stable team by training and guiding staff and motivating and engaging board and volunteers
- Board's role is to assist in building a strong, stable team of staff, board and volunteers, and help team members achieve satisfaction, personal growth and professional development through their work
- Staff's role is to recognize and thank everyone who contributes time, money and resources to the organization
- Board's role is to identify their own goals and motivations, so they can contribute their best efforts where most needed

CREATIVE TRUST FOR ARTS & CULTURE OVERALL COMMITTEE ROLES AND RESPONSIBILITIES

Committee Roles

- Committees will work with staff to set objectives and develop a strategic action plan for their area, for approval by the board.

Committee Responsibilities

- Committees are responsible for providing advice and feedback to staff, setting specific goals that respond to the needs of the organization, finding ways to achieve them, and reporting back to the board on their progress on meeting their objectives.

Responsibilities of Committee Chairs and Members

- Committee chairs are responsible for setting a schedule of meetings and recommending committee members, in consultation with staff. Membership may include staff members, board members, advisory council members and outside members or advisors as needed and appropriate.
- Committee members must make a commitment to be active participants in the work of the committee.

Committee Accountability

- Committee chairs will provide full, informative reports to the board of directors, and bring proposals for programs or activities that involve new resource allocation to the board for discussion and decision.
- The Executive and Finance Committee is the only committee authorized to act on behalf of the board, as necessary, between meetings; such decisions will be brought to the next meeting of the Board for ratification.

**CREATIVE TRUST FOR ARTS & CULTURE
EXECUTIVE AND FINANCE COMMITTEE
TERMS OF REFERENCE**

Current Members:

Claire Hopkinson, President,
J. Alexander Houston, Vice-President,
Mallory Gilbert, Treasurer,
Tricia Baldwin, Secretary,
Margaret Marshall

The Executive and Finance Committee provides oversight over the operations and finances of the organization and may act on behalf of the board, as necessary, between meetings; such decisions (which may not include grant-making decisions) will be brought to the next meeting of the Board for ratification.

Its roles and responsibilities are as follows:

1. Oversee the finances of the organization, under the leadership of the Treasurer, including budget review and implementation. This will include:

Financial oversight

- Review and approve regular financial statements; ensure statements are presented in a format which provides sufficient information for thorough and complete oversight; presents statements to the board for information

Audit

- Review plans; review and approve results, and bring recommendation for approval to the board; approve fees and bring recommendation for approval to the board; establish a relationship with the auditor independent of management, receive and review recommendations and notes on internal controls or other management issues; recommend changes to the board if necessary, and implement such changes

Budget

- Monitor progress of creating next year's budget; understand and agree with budgetary assumptions; present the budget to the Board of Directors for approval; monitor year-to-date expenses and revenues, and balance sheet activity; examine year-end forecasts; review any transactions beyond the scope of the approved budget, or outside the ordinary course of business; report to the Board of Directors on the financial status of the current year

Insurance

- Annual review

Funds management

- Create and annually review investment policies
- Review and approve investments; appoint manager, review results.

2. Oversee the operations of the organization, working with senior staff on organizational planning and strategic objectives

Operational oversight

- Assist and advise senior staff on operational issues as needed

Forward planning

- Discuss and review strategic planning process of staff
- Develop long range planning for special projects and program needs

By-laws

- Conduct an annual review to ensure compliance, and to make recommendations for revisions as required

3. Evaluate progress and success of senior staff functions

Executive Director

- Undertake annual performance review
- Review and where necessary revise the position description
- With the Executive Director, develop corporate and strategic objectives that Executive Director is accountable for achieving, and
- Monitor performance in relation to the strategic objectives

Key contracted staff and suppliers

- Review and approve contracts
- Review major supplier contracts (e.g. are we being cost efficient and paying competitive rates)
- Be aware of financial obligations

**CREATIVE TRUST FOR ARTS & CULTURE
HUMAN RESOURCES AD HOC COMMITTEE
TERMS OF REFERENCE**

Recommended Members:

Claire Hopkinson, President,
J. Alexander Houston, Vice-President,

The Human Resources Committee will assist the Executive Director to develop employment policies and create reporting and evaluation procedures for staff. It will meet as needed, to fulfill the following roles and responsibilities:

- Review recommended employment policies, reporting and evaluation procedures, and bring recommendations to the board for approval
- Negotiate Executive Director's contract, and bring recommendations to the board for approval
- Undertake Executive Director's annual review
- Assist Executive Director with any employment issues, as necessary

**CREATIVE TRUST FOR ARTS & CULTURE
DEVELOPMENT COMMITTEE
TERMS OF REFERENCE**

Current Members

Frances Price, Chair
Lynda Friendly
Sally Hennessy
Peter Jeffery
Margaret Marshall
Karen O'Neill
Sandra Pitblado
Jini Stolk
Suzanne Weiss

Background

- At the October 2003 board meeting, it was agreed that we set up a Development Committee.

Composition

- The committee will be composed of members from the Board and the Advisory Council and possibly other friends of Creative Trust.

Meetings

- Meetings will be held as required or monthly. Agendas will be circulated in advance of meetings, together with reports on the previous month's activities.

Responsibilities

- Assisting with entrees to potential donors: foundations, corporations, and individuals;
- Attending presentation meetings with prospective supporters;
- Providing introductions or acting as door-openers on occasion.

Reporting and Accountability

- Accountable to the board
- Report through the chair to the board at each meeting
- Work with executive director and development director

**CREATIVE TRUST FOR ARTS & CULTURE
ADVISORY COUNCIL
TERMS OF REFERENCE**

Current Members

Yvonne Chiu
Robert Farquharson
Lynda Friendly
Peter Jeffery
Judy Matthews
John McKellar
David Mirvish
Nan Shuttleworth
David Silcox
Nalini Stewart
Connie Wansbrough
Suzanne Weiss
Harriet Bunting Weld
Joyce Zemans

Description

- The Advisory Council (“Council”) is a supportive body, working in cooperation with the Board of Directors to advance the principles of Creative Trust: Working Capital for the Arts (“Creative Trust”) and endorse its goals and activities.
- The Council will stand behind the objectives to ensure the long-term health and stability of Toronto’s mid-size music, dance and theatre companies through Creative Trust, which will help some twenty-five companies develop strong planning and financial skills, achieve organizational health and balance, and acquire and maintain a fund of working capital.

Responsibilities

- Members of the Council will support and act as goodwill ambassadors for Creative Trust. As ambassadors the members will help develop awareness and advance the vision for the program within their own respective constituencies.
- On occasion they will act as ‘door openers’ to key individuals within their own community, company, industry or institution where Creative Trust may be seeking participation and support. It is suggested that each member agree to make a minimum of two introductions.
- Members will stay informed on the program and its initiatives.
- Members may be asked to give advice and guidance to Creative Trust’s Board and staff where needed, and may be invited to participate on working committees.
- Members will be invited to attend official events and launches.

Communications

- Members will be kept up to date on program developments and progress.

Term of Office

- Membership on the Advisory Council will be for a three-year period, renewable for an additional four years, or until the completion of the program.

Member Profile

- Approximately twenty-five members will be drawn from leaders in the arts, business and the Toronto community.
- Individuals who have distinguished themselves as supporters of the performing arts will be especially welcome.