

Description	Advantages	Challenges/ Drawbacks	Legal Agreements / Tools	Next (Necessary) Steps
OPTION A: ARM'S LENGTH BOARD OF MANAGEMENT				
<p>An independent Board of Management for an incorporated non-profit organization</p> <p>The first Board could be appointed by Council through an open application process but subsequent Boards would have to be elected/appointed by the constituency of the non-profit organization</p>	<p>Provides the greatest eligibility for funding from external sources</p> <p>Independence of action – appeals to arts community since it reinforces notions of freedom of expression, creative process, etc.</p> <p>Enhances the ownership of responsibilities on behalf of the board/ organization</p> <p>Significantly limits commitment and allocation of municipal resources and reduces municipal liability</p>	<p>Balance of expectations between funder (Town) and non-profit organization</p> <p>Involved and lengthy process to incorporate</p> <p>Funding eligibility would not be immediate</p> <p>Establishing/ maintaining Council/ Corporate confidence that the public interest/ stewardship and service standards are being upheld</p>	<p>Lease agreement</p> <p>Memorandum of Understanding and/or Management Agreement</p> <p>Terms & Conditions of funding agreements</p> <p>Constitution of organization – involvement of Council/ Corporation in the development process of this document</p> <p>Dissolution clause(s)</p> <p>Operational policies & procedures</p>	<p>Pending Council/ Corporate Direction:</p> <p>Compare samples of agreements, MOU's and prepare a draft</p> <p>Investigate the steps and costs of the incorporation process</p> <p>Report to Council with more detailed parameters of Board structure</p>
OPTION B: MUNICIPAL SERVICE BOARD				
<p>A Board of Management incorporated by the municipality to operate the facility on it behalf</p>	<p>Council appoints members</p> <p>Council approves annual and capital budgets</p> <p>Operates at arm's length from municipal corporation</p> <p>Incorporation under Municipal Act – simpler process?</p> <p>limits commitment and allocation of municipal resources and reduces municipal liability</p>	<p>Balance of expectations between funder (Town) and non-profit organization</p> <p>Pubic perception of "independence of action"</p> <p>Process to incorporate</p> <p>Not eligible for funding from Trillium Foundations and various corporate charitable foundation sources</p>	<p>Council approvals</p> <p>Lease agreement ?</p> <p>Letters Patent/ Constitution</p> <p>Dissolution clause(s)</p> <p>Operational policies & procedures</p>	<p>Pending Council/ Corporate Direction:</p> <p>Compare samples of agreements, service boards in other municipalities</p> <p>Investigate the steps and costs of the incorporation process</p> <p>Report to Council with more detailed parameters of Board structure</p>

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OPTION C: TOWN APPOINTED BOARD/ COMMITTEE				
<p>An advisory/managing board/committee appointed by Council with duties and responsibilities determined by Council</p>	<p>Greatest level of municipal control over operations and budget</p> <p>Quickest and simplest format to establish and implement</p> <p>Greatest assurance of public interest, access and service standards</p>	<p>Lack of independence – arts community acceptance may be difficult to win over</p> <p>Difficult to stimulate and maintain ownership of Board's responsibilities (Town seen as the fall back/ default)</p> <p>Not eligible for funding from Trillium Foundations and various corporate charitable foundation sources</p>	<p>Board/ Committee terms of reference</p> <p>Operational policies & procedures</p>	<p>Pending Council/ Corporate Direction:</p> <p>Compare samples of terms of reference for similar boards/ committees in other municipalities</p> <p>Report to Council with more detailed parameters of Board structure</p>