



AGENDA

Board of Directors Meeting #10 2019

7pm

Wednesday October 9th, 2019

Eric Acker, Chair

1	1 min	MOTION to Approve Agenda	All
2	1 min	MOTION to approve Minutes of previous meeting (September 25, 2019)	Eric Acker
3	1 min	Statements of Conflict of Interest	All
4	30 min	Presentation on 2019-2020 Education Programming <ul style="list-style-type: none"> • Onsite Education Program • Kaleidoscope in the Schools 	Leanne DiMonte
5	10 min	Executive Director Report <ul style="list-style-type: none"> • Presentation of Executive Director’s Monthly Managerial Report • Presentation of Q3 Strategic Plan update • Library Square project impact update <p>MOTION To receive the Executive Director report</p>	Suzanne Haines
6	10 min	Fund Development & Outreach Committee Update from the Fund Development & Outreach Committee <p>MOTION To receive the Fund Development & Outreach Committee report</p>	Damien Chan
7	15 min	Finance & Audit Committee 2020-2022 Budget Submission to the Town <p>MOTION To approve the 2020-2022 budget submission to the Town of Aurora as presented on October 9</p>	Eric Acker
8		New Business	
9		Confirmation of next Meeting –November 13 th , 2019	All
10		Motion to Adjourn Meeting	All



Aurora Cultural Centre Strategic Plan Report YTD Q3 2019: January-September 2019

This report includes January – June 2019 strategies that have been initiated, as well as any achievements that have been made to date. Strategies are living ideas that may be altered over the life of the plan to achieve the desired goals. It also includes a report on how the Aurora Cultural Centre contributes to the Town’s cultural objectives in their strategies.

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

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Sept 2019	2018-2021 KPIs
a) Establish a recognized professional performing arts presenting program	<ul style="list-style-type: none"> • Strategically increase programming in popular music, classical music, family/children’s performances, and theatre • Coordinate and implement 5 Kaleidoscope in the Schools presentations in the 2019/20 school year with a goal of 2 presentations in 2019. • Discovery of and implementing internal creative programming synergies for the 2019-2020 season to share themes and engage artists across galleries, live performance and educational programming. 	<ul style="list-style-type: none"> • Curated a season of 4 productions for grades JK-4 to be implemented in Aurora schools • 2019 KITS presentations are in October and November. • 2018 survey results = 91.6% of patrons either extremely satisfied or satisfied with programming • KITS: Relationships with YRDSB and 10 of 10 elementary schools, YCDSB and 5 of 5 elementary schools, and 1 of 1 French Catholic elementary school • Planning completed for additional Summer 2020 programming focused on singer-songwriters, in venues throughout Aurora. *Subject to sponsor funding. 	<ul style="list-style-type: none"> • Increase in the number and diversity of performing arts events <ul style="list-style-type: none"> ○ 2017 = 13 events ○ 2018 = 19 events ○ 2019 = 20 + 4 KITS • Excellent and recurring programming relationships with schools • Greater than 90% customer satisfaction ratings on annual surveys

<p>b) Deliver professional visual arts program in the four galleries where we are recognized as a professional public art gallery</p>	<ul style="list-style-type: none"> • Develop relationships with all school boards on Mayor’s Celebration for Youth Arts. • Pay honorariums to every participating artist and guest curator in 2019 exhibitions • Create a balanced and inclusive program (2019-20) season that includes artists from the following groups: youth, diverse ethnic groups and Indigenous artists • Design and implement a comprehensive gallery docent program by Q3 2019 • As of April 2019 have clear, accessible didactics (labels, artist statement, support materials) in place by the launch date of each exhibition • Create and implement educational community engagement projects for 2 exhibitions in 2019 • Identify and attend 5 networking events by Q4 2019 to build brand awareness for the galleries, connect with other professionals in the arts industry and continue to build relationships with artists and connect with a minimum of 20 new artists 	<ul style="list-style-type: none"> • Budget and contracts in place to pay honorariums to every participating artist and guest curator in 2019 exhibitions • MYCOA: Relationships with YRDSB and 2 of 2 high schools, YCDSB and 2 of 2 high schools, 1 of 1 French Catholic high school. • 2019-2020 programming released with a diversity of genres, age demographics and ethnic cultures represented. • New policy regarding gallery presentations implemented • Attended Curator and Professional Artist networking with professional/municipal galleries on May 15th. Connected with arts administrators and artists • Connected Deron Douglas from “We Are Here’ with Orillia Museum of Art and History who will be exhibiting the show in Spring 2020 • Connected the Pine Tree Potters Guild outreached to another Guild - Kawartha potters 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction ratings on annual surveys • 20% increase in participation in Ways of Seeing lecture series • Two formalized curated tours per professional visual art show
<p>c) Be a venue for artistic education that offers unique experiences professional instructors</p>	<ul style="list-style-type: none"> • Increase registration (number of registrants and revenue) by 5-10% in 2019 over 2018 • Respond directly to the needs of current and potential registrants via the creation of a targeted survey asking specific questions about when/what types of programs they would like to see offered (Q4) • Continue to develop the relationship with the Town to offer complementary, non-competing 	<ul style="list-style-type: none"> • PA Day programs implemented with sold out attendance • Adult classes added for June • Added Workshops with Gallery Artists • New short course with PTP artists • Growing exposure in Town of Aurora Program guide and Aurora Matters newsletter 	<ul style="list-style-type: none"> • Greater than 90% customer satisfaction rating of program on annual surveys • 80% overall enrollment in programs/demand



	<p>programs that are promoted through their channels along with our own</p> <ul style="list-style-type: none"> • Research March Break camps; expand PA Day program offerings and gallery-educational collaboration workshop offerings • Work with website developers to create workshop proposal form in order to reach a variety of new and different instructors/mediums that set our offerings apart from other arts organizations (Q4) 	<ul style="list-style-type: none"> • 2018 year end survey showed 91% extremely satisfied or satisfied with educational program 	
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GOAL 2: Increase general brand awareness of the Aurora Cultural Centre and its programming in the community.

OBJECTIVES	2019 STRATEGIES/GOALS	Jan-Sept 2019	2018-2021 KPIs
a) Build Aurora Cultural Centre brand awareness and brand recognition	<ul style="list-style-type: none"> • Implement onsite signage solutions and external connections with community associations to increase visitors to programming. • Establish a marketing campaign including a web presence and collateral for the rentals department to promote new business and retain current users, resulting in exceeding the budgeted goal of \$35,000 for 2019. • Create marketing efficiencies to improve storytelling and develop integrated brand identity in collateral, launching by end Q2. • Cultivate local influencers: 2 child-focused, 1 visual art-focused, 1 performing art focused by end of Q4. • Research and launch direct mail strategy by Q3. • Implement e-commerce and integrated website design by Q2 	<ul style="list-style-type: none"> • Temporary Outdoor sign design completed and the sign is being built! • New e-commerce solution engaged, online July 24, 2019 • Addressed upcoming building construction impacts with preliminary messaging around the fact that the Centre is not closing, and that we will be 'taking the show on the road.' • Engaged new marketing design company which completed brand refresh exercise to create new, comprehensive brand standards and protocols <u>guidelines to create a cohesive brand over all programming, while distinguishing our 3 core programs.</u> 	<ul style="list-style-type: none"> • 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) • Track and report on unique visitors to the Centre • Increase visitors to the venue (baseline 30,000 in 2017)

		<ul style="list-style-type: none"> • Goal for rentals decreased to \$35,000 due to shifts in the market • Marketing for rentals completed but no real push given that the venue will not be available as of April 2020 • Direct Mail strategy of the brochure to every household will be employed in October • New monthly Auroran “ArtsTalk” column commenced September 2019 to focus on the variety of programming at the Centre, in a rotating series of articles by all program managers. 	
<p>b) Develop a marketing plan to expand reach of Aurora Cultural Centre into underserved /new communities</p>	<ul style="list-style-type: none"> • Increase media list by 10 outlets; including 5 diverse media outlets in York Region by end of Q4. • Create collateral and digital content to enable ambassador conversations with community associations and potential partners with the goal to increase our audience, by the end of Q4. • 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 • Determine, attract, and track demand for more diverse and synergistic programming. 	<ul style="list-style-type: none"> • YDRSB and YCDSB adopted KITS for Aurora Schools and facilitated participation of schools • Commenced planning with new Volunteer & Visitor Services Coordinator to create Volunteer Ambassadors to help bridge offsite programming interval. • Created subscription pricing structure that creates advantageous multi-concert pricing, along with a complimentary ticket offer to attend a ‘risk’ or classical music program • March 3 – presented to CIBC Wood Gundy Richmond Hill 	<ul style="list-style-type: none"> • 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 • Completion of a needs assessment, tracking the number of patrons who attend more than one program, employing and tracking success of new marketing strategies, and reporting on success of new opportunities.



	<ul style="list-style-type: none"> • Complete a needs assessment in the community for newcomer/diversity programming, 	<ul style="list-style-type: none"> • June 10 – presented to Rotary Club of Richmond Hill • July 8 – presented to Rotary Club of Aurora 	
c) Conduct awareness campaign for Aurora Cultural Centre Stakeholders and Community	<ul style="list-style-type: none"> • Build a high performance website • Focus on digital marketing strategies in Q3 & Q4 to increase audience engagement. Apply for Google Grant. Establish baseline Google Analytics metrics by end of Q2 (once website revision is completed). • Engage in increased government relations with MPs MPPs, Councilors and Mayor • Work with Town to promote success of new Cultural Precinct 	<ul style="list-style-type: none"> • Website theme and media redesign complete, implemented with e-commerce • Board and Staff engaged in Town Council and Town Staff one-on-one meetings to deliver new information and build relationships on Budget 2019 and Kaleidoscope in the Schools • ED participated in design for new facility building and supporting the operating plan • ED delegated to Council to support cultural infrastructure investment (Library Square project) • ED participated in development of the Town of Aurora economic development strategy 	<ul style="list-style-type: none"> • Growth in media coverage • Increased awareness of the Aurora Cultural Centre and its programs across the Town • Increased repeat visitors



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	2019 STRATEGIES/GOALS	Jan-Sept 2019	2018-2021 KPIs
a) Develop strong and relevant partnerships for the Aurora Cultural Centre	<ul style="list-style-type: none"> Define and document criteria for managing partnerships, minimizing reputational risks and ensuring positive outcomes Clearly define roles and responsibilities of partners involved in ACC relationships 	<ul style="list-style-type: none"> All relationships documented once negotiated Benefits based on strategic plan and values Benefits outlined for both partners 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Support the Town’s need for a Cultural Leadership Team that will discuss policy, collaboration, and achieving the goals of the Cultural Master Plan 	<ul style="list-style-type: none"> The Town has not adopted this model of communication. It is expected that this may not be achieved as it is outside ACC control 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Identify criteria for involvement with the ACC Articulate opportunities for community arts providers to deliver on Town of Aurora Cultural Master Plan 	<ul style="list-style-type: none"> Established new programming direction working with SOYRA Clearly articulated contract with PTP for exhibition 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Conduct a community-wide needs analysis to build relevant programs Determine which existing communities need to be reviewed for changing demographics and program relevance Explore new opportunities to engage new residents, new cultural groups and youth 		<ul style="list-style-type: none"> 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



	<ul style="list-style-type: none"> • Create an inviting atmosphere for all to participate, especially new participants based on outreach activities 		<ul style="list-style-type: none"> • ACC is rated highly accessible and welcoming in annual survey
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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	2019 STRATEGIES/GOALS	Jan-Sept 2019	2018-2021 KPIs
a) Increase corporate partnerships/grants and sponsorships with Aurora Cultural Centre	<ul style="list-style-type: none"> • Proactively manage and maintain sponsors and donors. • Grow fundraising through new program delivery (KITS). • Research local and national foundations and other sources of funding to achieve all levels of government funding by securing two new sources of funding by the end of the year. 	<ul style="list-style-type: none"> • Secured funding for KITS 	<ul style="list-style-type: none"> • Co-branding partnerships established with companies • Increase corporate sponsorship programs to meet annual organizational needs • KITS goal increases our fundraising by 34%, will diversify our access to youth aged 4-12 across Aurora, and be the first program we offer exclusively outside of the Aurora Cultural Centre venue.
b) Implement individual philanthropic gift fund raising program	<ul style="list-style-type: none"> • Develop and implement a donor communication plan that outlines how we thank our donors and demonstrate what their gifts are used for - to be ready by 2019-2020 Season Launch (Q3 2019) and fully implemented by January 2020. • Communicate and transfer donor data from e-tapestry to Vendini 	<ul style="list-style-type: none"> • Transition to Vendini program complete. Cancelled subscription with e-tapestry (donor software) April 12, 2019 	<ul style="list-style-type: none"> • Audience database in place • Increase individual gifts to meet annual organizational needs



c) Increase government funding	<ul style="list-style-type: none"> Proactively seek funding from all levels of government <ul style="list-style-type: none"> Federal: Canadian Heritage or Canada Council for the Arts Provincial: Trillium Foundation or Ontario Arts Council Municipal: Town of Aurora 	<ul style="list-style-type: none"> Canadian Heritage funding secured Ontario Arts Council funding secured Ontario Trillium Funding achieved for 2020 	<ul style="list-style-type: none"> Secure federal and provincial grants related to arts and cultural programming Secure funding to adequately support annual operational needs
d) Grow operational reserves	<ul style="list-style-type: none"> Budget conservatively to allow windfalls to build reserve Marketing strategies to generate additional revenues through participation 	<ul style="list-style-type: none"> 2018 YE <ul style="list-style-type: none"> \$3450 transferred to Classical Music Fund \$22,000 transferred to Contingency Reserve 	<ul style="list-style-type: none"> 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	2019 STRATEGIES/GOALS	Jan-Sept 2019	2018-2021 KPIs
a) Continuously review progress of Strategic Plan implementation	<ul style="list-style-type: none"> 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 Review of strategic plan if there is to be additional cultural infrastructure for which the Aurora Cultural Centre will be involved 	<ul style="list-style-type: none"> Q1 reported to the Board April 10, 2019 Q1 reported to the Town of Aurora June 30, 2019 Q2 reported to the Board July 10, 2019; Q2 reported to the Town on September 30, 2019 Q3 reported to the Board on October 9, 2019 	<ul style="list-style-type: none"> Strategic and operational plans implemented as agreed
b) Implement Organizational Development changes to best implement Strategic Plan	<ul style="list-style-type: none"> Foster a culture that embraces change and opportunity Develop and implement compensation system Implement appropriate resources and planning to launch the Kaleidoscope in the Schools program in September 2019. 	<ul style="list-style-type: none"> Compensation plan implemented Restructuring in place by May 1, 2019 	<ul style="list-style-type: none"> Administrative structure in place to support 2018-2021 Strategic Plan Volunteer program has levels of participation for varying skill levels

	<ul style="list-style-type: none"> Review administrative structure, workloads, and infrastructure to support sustainable jobs within budgetary constraints at the end of Q4 based on new structure. Report on employee morale. Implement H & S program and inspections to improve staff ergonomic workspaces 		<ul style="list-style-type: none"> Strategic plan success and milestones 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	<ul style="list-style-type: none"> Create and implement a Board succession plan for key Board functions to support the Strategic Plan Create annual goals and work plan for the Board and Committees 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 	<ul style="list-style-type: none"> Board self-evaluation in April/May 2019, results reported to the Board June 12, 2019 Risk Assessment reviewed April 10, September 25 Four new Directors joined the Board in June. Two additional non-Board members recruited to committees. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Maintain status with Imagine Canada Maintain excellent donor dollar ratios (80% programming expenditures to 20% finance, administration and fund raising expense) 	<ul style="list-style-type: none"> Accreditation attained in March 2019 for Level 2 Imagine Canada Standards 	<ul style="list-style-type: none"> Attain reaccreditation of Imagine Canada in 2019 Excellent fundraising/expense ratios published on CRA website Maintain charitable status

Respectfully Submitted by
Suzanne Haines, Executive Director
Aurora Cultural Centre



Board of Directors – October 9th, 2019

EXECUTIVE DIRECTOR'S UPDATE SEPTEMBER 2019

Live Performance Series

There were no Live Performances in September

Gallery & Exhibitions

In September we hosted:

Light Grows the Tree

August 31st- November 23rd

Light Grows The Tree is a group exhibition that documents a community of Black artists, writers, curators and collectors in Toronto. Taken by four photographers over two months, these portraits bring visibility to the Black arts community. Curator Liz Ikiriko states, "Just as a tree needs light to grow, this community requires attention to focus and develop. In this first chapter, Light Grows The Tree begins the process of acknowledging those who have been the life force of Black arts in Toronto."

View from the Pines

August 10 – September 28, 2019

View from the Pines is a juried group exhibition of fine ceramic new works by over 40 members of the Pine Tree Potters' Guild. Distinguished juror's Janna Hiemstra, Executive Director of Craft Ontario and Angelo di Petta, internationally renowned ceramic artist, will assess work according to craftsmanship, excellence of design and originality. Reviewing over 90 submissions, the jury selected 48 pieces of art for the exhibition that reflect fine craftsmanship, excellence of design and originality.

The exhibition celebrates the 40th anniversary of the guild with free special events planned during this exhibition for the public. In addition to a wheel throwing demonstration, there will be opportunities for the public to play with clay at hand building events.

As part of the Guild's 40th anniversary, members were given the opportunity to collaborate and have fun creating Garden Totems. All artwork is available for purchase.

Docent in the Gallery

Docents from the Pine Tree Potters' Guild will be in the galleries throughout the summer to greet visitors and discuss their creative process and their 40th Anniversary show, *View from the Pines*.

- Fri. Sept. 6 | 1 p.m. to 4 p.m. with Josee Pirri
- Thur. Sept. 12 | 11 a.m. to 1 p.m. with Paoletta DiFillipis
- Sat. Sept. 14 | 1p.m. to 4 p.m. with Rhonda Uppington
- Wed. Sept. 18 | 1 – 4 p.m. with Jane Whitaker
- Thur. Sept. 19 | 11 pam. to 1 p.m. with Paoletta Di Fillipis
- Sat. Sept. 21 | 1 p.m. to 4 p.m. with Rhonda Uppington
- Tues. Sept. 24 | 1 -4 p.m. with Diane Jupp
- Sat. Sept. 28 | 10 a.m. – 1 p.m. with Cheryl Milne, 1 p.m. to 4 p.m. with Brenda Zysman

Hand Building Workshop | Saturday September 28 | 1:00 p.m. – 4:00 p.m.

A unique opportunity to play with clay and learn hand building techniques. Members of the Pine Tree Potters' Guild will show you how. Join potters Teresa Dunlop, Donna Fegan, Cathy Harris, Mary Jane Omand, Katherine X-Pavlou on this exciting day.

Wheel Throwing Demo | Saturday September 28 | 1:00 p.m. – 4:00 p.m.

Experience this exciting wheel throwing demonstration during our Culture Days celebration. Facilitated by Pine Tree Potter Sheena Griffith. All welcome. Free event.

Educational Programs

Classes for Children/Teens

Around the World with Art with Danielle Zafirovski (B.F.A., B.ED.)	Ages 4-6
Famous Artists & Their Styles with Danielle Zafirovski (B.F.A., B.Ed.)	Ages 7-10
A Journey Through Art & Time with Danielle Zafirovski (B.F.A., B.Ed.)	Ages 11-15
PA Day Programs with Elaine Smith (B.A., B.Ed.) September 23	Ages 4-12
You Can Uke It! With Anthony Clayton (B.A. Hons., B.Ed., Orff)	Ages 8+

Classes for Adults (16+)

Open Studio

Drawing & Sketching with Khatcho Yazedjian

Wood Carving with Marlene Ash

Ukulele for Beginners with Anthony Clayton (B.A. Hons., B.Ed., Orff)

Beginning Guitar with Anthony Clayton (B.A. Hons., B.Ed., Orff)

Start Painting Now with Acrylics! With Helen Walter (B.A.A.)

Expand Your Horizons in Acrylics Level 2 with Helen Walter (B.A.A.)

Watercolours: Basics & Beyond with Kathryn Christensen (B.F.A.)

Exploring Watercolours with Nancy Newman (B.A.) (Intermediate/Advanced)

Photography with Steve Somerville

Kaleidoscope in the Schools Update

YRDSB

- Arranging for post-workday workshops for teachers throughout the year. They will take place 4-6 weeks in advance of the show in their school. Teachers will be strongly encouraged to attend however it is not a mandatory PD session given that it can only be accommodated after hours.

YCFSB

- Teachers attending PA Day pre-show workshops on October 7, 2019

Rental Program

The following rental clients joined us in September:

Addiction Services of YR	Brevik	Thursday, Sept 12 & Wednesday, Sept 18
Sandgate Women's Shelters	Brevik	Thursday, September 19
York Region Long Range Planning	Brevik	Tuesday, September 24
SOYRA	Brevik	September Schedule
Aurora Community Band	Brevik	September Schedule
Third Age Learning	Brevik	September Schedule
Aurora Museum	Brevik	Saturday, September 28

Administration

- We submitted the Canada Arts Presentation Fund to Canadian Heritage on October 1, 2019 for our 2020-2021 Performing Arts Series
- We submitted a Music Presenter project grant to Ontario Arts Council on October 1, 2019 for our January – June 2020 music concert events

Facilities

- A Town report outlined the temporary relocation plans for Aurora Cultural Centre administration, gallery programming, and education programming to be relocated at Aurora Town Hall.
- The flooring in Brevik Hall continues to be affected by humidity. Town staff have indicated that there is a plan for the floors to be fully restored during the Library Square project construction.
- Town staff installed a new outdoor sign on October 1, 2019.

Board Activities

- Facility Task Force Meeting – September 30th
- Fund Development Committee Meeting – October 1st

Community Connections/Artistic Events

- Attended Fall For Dance North Festival October 3-5 (showcasing international dance artists)
- Attended Un Poyo Rojo (comedia theatre performance) on October 8
- Attended Aurora Chamber of Commerce Women's Summit on October 9

Respectfully Submitted by
Suzanne Haines, Executive Director