

# GUELPH YOUTH SINGERS

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Building choral excellence in our community

## **Guelph Youth Singers**

*Board of Directors  
Governance Manual*

**September 2016**



## **GYS Vision Statement**

**Building choral excellence in our community**

## **GYS Mission Statement**

*To develop the artistic soul and musical skills of children and youth through exposure to professional instructors, and diverse repertoire and performance experiences; to instil in young singers a love of choral music, and a joy for singing and performing together; and to provide the general public with enjoyable choral performances of the highest standards.*

## **A Brief History of GYS**

Guelph Youth Singers (GYS) was formed in 1991 as a joint project of the Guelph Arts Council and the Guelph Chamber Music Society to provide the children of Guelph with the opportunity to develop musical and choral excellence to the best of their ability. Ms. Linda Beaupré was the founding artistic director and conducted Guelph Youth Singers until her retirement in 2013. Markus Howard is the current artistic director of GYS and the conductor of Choir II, III, SATB and Troupe. Ms. Heather Fleming is the conductor of Choir I.

Through weekly sight singing instruction using peer mentors for teaching and testing and progressive theory instruction involving five levels of theory paralleled by a system of flashcards, the choristers in GYS experience a truly professional level of musicianship under the guidance of Markus Howard.



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## **Governance Model**

Guelph Youth Singers is managed by a Board of Directors made up of parents and non-parent community members. GYS operates under a combination of a *Working Board* and a *Mixed* governance model. GYS' Board model is characterized by the following traits:

- Board members participate in setting strategic direction, managing the implementation of plans, and actually “doing work.”
- “Doing work” implies that paid staff handles a significant amount of the operating duties but it is understood that given the limited paid staff resources, Board members and/or committees members take responsibility for carrying out certain operating functions.
- The GYS Board recognizes that this model requires a high level of flexibility. Board meetings will be used for discussing issues of policy and strategy as well as matters pertaining to the Board’s responsibilities as “managers.”
- There are several volunteer positions that do not fall within the structure of the board but are key to the support and running of GYS.

## **Composition of the Board of Directors**

GYS is managed by a Board of no fewer than seven (7) and no more than thirteen (13) directors, each of whom is a member of the Corporation. The ideal number of directors is ten (10) or eleven (11.)

Each director is elected by the members. Members may choose to resign at the end of the season or they may choose to continue for another term. New members are elected at the annual general meeting but may also join at the discretion of the President throughout the year.

The ideal composition of the GYS Board is as follows:

### **Executive:**

President

Past President

Vice President (President elect or “in-training”)

Secretary

Treasurer



**Directors:**

Co-ordinator(s) of Fundraising Events  
Co-ordinator of Marketing and Promotions  
Co-ordinator of Touring  
Four (4) or five (5) members at large

**Ex-officio:**

Artistic Director  
Administrator

Board make-up is directly related to the mission and needs of Guelph Youth Singers and the governance skills that are required to make it a successful organization. Board make-up is reviewed on a regular basis to meet changing needs.

**Role and Expectations of GYS Board Members**

**Summary**

- Establishing the mission of Guelph Youth Singers.
- Identifying and approving strategic priorities and objectives.
- Developing and approving operating policies to support the strategic direction.
- Hiring and assessing the performance of the Administrator and Artistic Director.
- Ensuring that Guelph Youth Singers behaves in a fiscally and legally responsible manner.
- Ensuring that Guelph Youth Singers has adequate funds to enable it to achieve its goals and objectives.
- Setting criteria for Board membership, training its members, evaluating the effectiveness of Board members.
- Bringing a passion for Guelph Youth Singers to the Board.
- Maintaining at all times the confidentiality of all information, communication and discussions that occur within the board including after exit from the board.

**Mission/Strategic Priorities**

- Determining the mission, long-range goals, philosophies, and general policies of GYS and revising them as necessary.
- Developing and approving operating policies to support the strategic direction.
- Ensuring the continuity, vitality and faithfulness of the organization to its charter and bylaws. This duty includes periodically reviewing the bylaws and other documents that establish the legal status of the organization and revising them as necessary.
- Having good knowledge of existing strategic plans.



### **Financial and Fundraising**

- Determining and maintaining strong financial direction of the organization and assuring its financial soundness.
- Ensuring that GYS has adequate funds to enable it to achieve its goals and objectives.
- The treasurer works closely with the office administrator to prepare the financial statements to be reviewed by the board at each meeting and thus the board as a whole has responsibility for overseeing the financial planning process of GYS to ensure its financial health and viability within the community in which GYS operates and relies upon for funding.
- Developing overall fundraising strategy including reviewing regularly at board meetings potential sources of corporate and private donations (through Salesforce) for follow-up.
- The executive in partnership with staff will set the schedule for applying for sources of funding including grants, foundations, corporations, and government. (see Executive Committee below.)
- Each board member is expected to participate in fundraising by facilitating or directly participating in fundraising endeavours, attending fundraising special events, assisting in selling of tickets for fundraising events and projects and/or making a personal donation to GYS.

### **Management**

- Assuring that GYS is well managed and fulfilling its mission, primarily by selecting, appraising, supporting, and giving counsel to the Administrator and Artistic Director.

### **Board Development**

- Determining policies and procedures for GYS operations.
- Setting criteria for Board membership and training its members.

### **Board Recruitment**

- Evaluating, selecting and nominating of Board members for consideration by the Annual General Meeting.
- Ensuring the makeup of the Board matches the needs and structure of the organization.

### **Task Expectations**

- Actively participating in the working of the Board.
- Attending at least 75% of Board meetings (out of a total of 10-12 meetings annually.)
- Being a Member of the corporation (Guelph Youth Singers.)
- Regularly attending GYS concerts.
- Up to twice annually or as required, attending a half day Board retreat that focuses on Board development and strategic planning.



## **Board Structure**

The GYS Board operates with an executive committee and coordinators to provide support and direction for staff, volunteers and several ad hoc committees. Every parent is expected to help in the GYS organization. This is emphasized annually at a mandatory orientation (meet and greet) session for all parents which serves to identify skills that parents can bring to the organization.

## **Membership and General Responsibilities of Executive Committee and Coordinators**

**Executive Committee** (The Executive Committee members also serve as members of the Governance Committee and Human Resources Committee.)

Membership: President (chair), Past President, Vice President, Treasurer, Secretary, and Ex Officio members: Artistic Director and Administrator

- Scheduling Board meetings and approving agendas.
- Taking action requiring immediate attention.
- Giving preliminary consideration of matters to be brought to the Board.
- Ad hoc governance committee from within the executive to review the governance model on a regular basis.
- Reviewing the attendance and activity of the existing Board Members during the past year, and ascertain their wishes regarding the next election of officers.
- Ensuring that incoming Board members and continuing members are aware of their responsibilities to Guelph Youth Singers.
- Providing assistance to the Administrator and Artistic Director in defining positions within Guelph Youth Singers and in efficient use of staff.
- When necessary, in conjunction with the Administrator and Artistic Director, setting the basis for negotiations in staff contract discussions.
- Ensuring that issues involving staff are dealt with in an equitable fashion.
- Monitoring policy affecting staff in the areas of compensation and benefits, performance management, training and development, and staff relations.
- Evaluating the Administrator's and Artistic Director's work during the preceding year, and to assist in the setting of personal, professional, and organizational goals for the next year.
- Working closely with the Artistic Director and Administrator to oversee the schedule of applications to grants and foundations and identifying new sources of grants /foundations. This includes establishing ad hoc working groups to write the grant/foundation applications that includes board members and parents with an interest or skill in grant writing.

## **Co-ordinator(s) of Fundraising Events**

- One or two board members
- Be a liaison between the board and individual fundraising working groups on aspects of budget, fundraising goal, etc.



## **Coordinator of Marketing and Promotions**

- One or two board members
- Focus on promoting GYS to a wider audience and marketing to future choristers/parents.

## **Coordinator of Touring**

- One or two board members
- Focus on planning for and working with the artistic director, administrator and volunteers on touring activities.

## **Volunteer Roles**

The following roles are volunteer positions that sit outside the board and are vital to the running of GYS:

### **Rehearsal and Theory Assistants**

- Assisting with rehearsal duties; i.e. taking attendance or handing out any documentation that chorister's may need to take home.
- Marking theory, recording results and helping choristers with any theory problems.
- Setting up and testing of theory flashcards, memory testing and sight-singing coaching under direction of the conductor.

### **Music Librarian**

- Overall music organization at rehearsals and the Music Library.
- Handing out and collecting music for a specific choir.
- Assisting in following up on lost music.
- Re-filing end-of-season music in Music Library.
- Updating the Music Library spreadsheet with new music titles and copy numbers.

### **Stage Manager**

- Assist the Artistic Director at designated performances and rehearsals; stage setup, coordinate chaperones; accommodate needs of choristers and conductor(s), accompanists, guests, etc.
- Attend regular meetings and trainings regarding venue features and regulations.
- Maintain rehearsal and performance schedules; track and accommodate last minute changes; queue lighting and/or effects, microphones etc. when needed as per Artistic Director's needs.
- Assist the Administrator at designated performances and rehearsals; event setup; supply transportation to and from storage locations; assist/supervise cleanup of stage area.

### **Performance Assistant**

- Assist the Artistic Director at performances; stage setup; coordinate chaperones.
- Assist the Stage Manager in maintaining rehearsal and performance schedules.



### **Uniform Assistant**

- Help with shirt sizing at first rehearsals using shirt samples.
- Help with sizing appointments with seamstress by recording measurements and coordinating the fittings.
- Help with shirt swapping and used shirt purchases between parents at first rehearsals.

### **Volunteer Administration Assistant (1 per Choir)**

- Assisting the administrator in the office or from home to compile lists of volunteers for each event.
- Be the designated caller for your choir if there are cancellations or schedule changes.
- Help the administrator with organizing police checks for each volunteer.
- Help the administrator to phone volunteer references as required for volunteers.

### **Fundraiser volunteer**

- Volunteer for a particular fundraising event.

### **Technical Support volunteer**

- Help administrator with technical support for computers, office networks and the GYS website.

### **Grant writing volunteer**

- Assist in the writing of grant or foundation applications.

### **Touring volunteer**

- Assist in the work of a touring working group

## **Ad Hoc Committees**

- Other committees may be formed as deemed necessary by the Board.

## **Schedule of Board and Committee Meetings**

- Board meetings take place monthly.
- Executive meetings take place monthly.
- A schedule of all meetings is set prior to the beginning of each fiscal year.
- Quorum for a Board meeting requires 50% + 1 members of current year composition (e.g. if there are 12 members, 7 must be present to hold a meeting). Where quorum is established, majority rules to pass a motion.



## **Board Job Descriptions**

The following are the job descriptions of the members of the GYS Executive as well as job descriptions for co-ordinator of fundraising events, promotion coordinator and touring coordinator roles which have been identified as positions of primary importance for GYS.

### **The Executive:**

#### **Board President**

##### **Function**

The principal functions of the Board President are to lead and facilitate the work of the Board of Directors and its relationship to the Administrator.

##### **Relationships**

- **To the Board**

- Responsible to the Board. The President is elected by the Board and is responsible to it for his/her work.
- Leads the Board to develop long-term and annual goals and to achieve goals.
- Plans annual schedule of Board meetings.
- Convenes and presides at Board meetings.
- Responsible to see that annual tasks are accomplished.
- Develops with Administrator, agenda and relevant materials to be circulated prior to meetings.
- Along with the executive, engages key personnel in negotiating compensation and issuing contracts.
- Manages agenda and time in order to fulfil tasks in an efficient way.
- Assures minutes are completed and sent immediately after all meetings.
- Seeks full participation of all members.
- Leads the Board in making sound decisions in order to fulfil the mission and goals of GYS.
- Communicates actions of the Board as necessary to assure implementation.

- **To the Vice President**

- In his/her absence, the President will delegate powers and tasks to the vice President.
- The Vice President should be informed frequently of the President's work and concerns so that the Vice President can substitute for the President with minimal transition.
- May assign key tasks to the Vice President.
- The Vice President is the designated next President of the Board. Therefore the relationship is generally a training one that will assure a smooth leadership transition.

- **To the Administrator and Artistic Director**

- The President works closely with the Administrator and Artistic Director to define their responsibilities, goals, and extent of his/her authority in a written job description.



- The President conveys and interprets the values, goals, plans, concerns and actions of the Board to the Administrator and Artistic Director whenever such clarification is needed.
- The President communicates monthly or more frequently as required with the Administrator and Artistic Director to keep abreast of important organizational issues.
- **To the Public(s)**
  - The President and Artistic Director are the Board's spokespersons to its various publics, the press, and other media if Board expression is advisable. Board members should not speak individually on behalf of the Board unless specifically assigned to do so by the President.
  - The President and Artistic Director should confer before meeting the public(s) and support each other in that process.
  - The President in his/her daily activities endeavours to listen carefully to public opinion about the organization and seeks the goodwill of others toward the organization.

### **Board Vice President**

- Substitutes for the President in his or her absence.
- May at the time of an election of new officers, accede to the position of President of the Board.
- Performs such other duties as may be specified by the Board of Directors from time to time.
- Expects to transition to the position of President at the expiration of the term of the current President.

### **Board Treasurer**

- In conjunction with the Administrator, keeps full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of directors.
- Ensuring that the Board receives financial information necessary for good governance.
- Regularly scrutinizing Guelph Youth Singers' financial statements and ensuring that an annual audit is implemented.
- Providing monthly financial statements to the Board.

### **Board Secretary**

- Attends meetings of the Board of Directors and Executive Committee.
- If not designated to staff, prepares minutes from each Board meeting and distribute to all Board members no later than one week following the Board meeting.
- Responsibilities of the secretary can be shared amongst board members (e.g. taking minutes.)

### **Co-ordinator(s) of Fundraising Events**

- Before the start of the year, map out the fundraising initiatives to align with the schedule of activities in the choir year and bring to the board for approval.



- Rally parents at the annual general meeting and throughout the year to volunteer for individual fundraising initiatives.
- Work with the office administrator on getting the groups of parents up and running on their fundraising initiatives.
- Be a liaison between the board and individual fundraising working groups on aspects of budget, fundraising goal, etc.
- Report back to the board on the activities of the individual fundraising groups/events providing monthly reports to the Board with respect to financial expenditures and progress.

### **Coordinator of Marketing and Promotions**

- Works with the artistic director, administrator and board on communications to the community and parents.
- Before the start of the year, working with staff to map out the GYS promotion initiatives to align with the schedule of activities in the choir year and bring to the board for approval.
- Report back to the board on the activities of the promotional activities providing monthly reports to the Board with respect to financial expenditures and progress.
- Work with the office administrator to recruit parent volunteers for individual promotional events.
- Work with the office administrator and artistic director to ensure all material bears appropriate GYS branding and meets publication standards/guidelines.
- May include assembling a small team of individuals familiar with communications to develop ongoing relationships with local media. Ensures that team members are well versed on GYS.
- Advises on print and audiovisual requirements, advertisements and public relations activities.
- Works with the artistic director, administrator and board to create a newsletter to parents.

### **Coordinator of Touring**

- One or two board members
- Focus on planning for and working with the artistic director and administrator on touring activities.
- Works with a team of volunteers to co-ordinate touring opportunities for the choir.
- Reports to the board on the activities of touring committees providing monthly reports to the Board with respect to financial expenditures and progress.



## **Staff Job Descriptions**

### **Artistic Director**

#### **Primary Function or Purpose of the Position**

Oversees the artistic activities and artistic growth of GYS.

#### **Overall Scope of Responsibilities**

- Provides for the musical education of the choir members through the development of appropriate programmes that will meet the artistic and educational goals of the organization.
- Sets and maintains the high artistic standards of the organization.
- Fosters creativity in all areas of the organization.
- Leads the long range artistic development and direction of the organization.

#### **Specific Duties and Responsibilities**

- Selects and supervises the work of all artistic staff including vocal coaches and accompanists.
- Conducts all rehearsals and concerts other than those designated to another member of the artistic staff.
- In collaboration with the Administrator, designs the annual schedule of rehearsals, concerts and other activities for all choirs.
- Selects repertoire for all concerts.
- Interacts with other arts organizations in the community (choral, orchestral, professional organizations and schools) to keep the GYS profile in the community alive and heightened.
- Creates performance opportunities that will engage the interest of the choristers, foster musical development, and enhance the profile of the choir in the community.
- Engages guest instrumentalists and performers as needed.
- Initiates shared activities with other arts organizations.
- Approves the artistic quality of any recordings or broadcasts.
- Deals with choir personnel issues such as discipline.
- Auditions and selects personnel for the choirs.
- Works with staff and the Board to ensure the smooth operation of the choir.
- Attends Board of Directors meetings and Committee meetings as required.
- Prepares reports for Board meetings, when appropriate.
- Initiates, designs and supervises ongoing sight-singing and theory programmes and all materials related to them.
- Monitors theory and sight-singing progress of all choristers; monitors a system of rewards for choristers and mentors, related to the theory and sight-singing programme.
- Assists with administrative duties related to the position. This may include, but not be limited to:
  - a. Ordering and borrowing of music, or providing information for the same to administrative staff or a volunteer librarian; supervise ongoing library use and collection of materials.
  - b. Making, or providing materials for making, and monitoring distribution of these materials.
  - c. Working with Administrator and parent volunteers on concert logistics.



- d. Providing materials as needed for grant applications, including all repertoire and Artistic Director reports for current and application years for the Ontario Arts Council.
  - e. Working with administrator of yearly evaluation of the Choir handbook and registration materials.
- Is available for promotional activities and making media appearances, attending fundraising and other public events as required.
  - Assists the Treasurer and Administrator in financial issues including budget preparation; also in monitoring ongoing artistic expenses, especially as related to special projects and concerts.
  - Other duties that may be assigned by the Board of Directors.

### **Responsible to**

The Executive through the President of the Board of Directors.

### **Administrator**

### **Primary Function or Purpose of the Job or Position**

To oversee the administrative activities for Guelph Youth Singers.

### **Specific Duties or Responsibilities**

- Manages the day to day operations of the office.
- Attends all Executive, Board and Committee meetings as required.
- Coordinates auditions.
- Books venues for GYS appearances and events including but not limited to: River Run concerts; Rocky Ridge retreats; rehearsals and workshop venues.
- Prepares letters of agreement for GYS activities.
- Books artists and coordinates bookings with other agencies as needed for performance. Prepares letters of agreement for same.
- Coordinates advertising for GYS events.
- Manages GYS data base including but not limited to:
  - Chorister registration and contact information
  - Chorister health information
  - GYS members payment of dues
  - GYS members fundraising commitments
- Coordinates preparation and dissemination of information – including:
  - Weekly memos; Registration packages; School flyers.
- Coordinates parent and student volunteer activities.
- Coordinates preparation and submission of grant applications.
- Liaises with committee chairs as required.
- Coordinates and trains rehearsal assistants.
- Liaises with government and other charitable and not-for-profit organizations.
- Manages marketing activities including but not limited to:
  - Media releases
  - Sale of promotional material
  - Corporate partnerships



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- Maintains website in conjunction with the Web Master.
- Assists the treasurer in financial issues including but not limited to:
  - Budget preparation; Tour expenses; Registration packages.
- Other duties that may be assigned by the Board of Directors.
- Maintains Salesforce database.
- Financial duties including
  - Working closely with board treasurer
  - Calls budget meetings of staff as required for budget updating.
  - Produces monthly statements and reports for staff, Executive and the Board.
  - Attends meetings of the Finance Committee.
  - Attends Board and Executive meetings and prepares Treasurer in delivering financial reports.
  - Processes all receivables and payables.
  - Reconciles/approves tax receipts.
  - Produces all payrolls.
  - Liaises with auditors.
  - Assists with financial and statistical data for grants and surveys.
  - Assists in design of business plans.
- Other duties consistent with the position on the request of the Administrator.

**Responsible to**

The Executive through the President of the Board of Directors.

