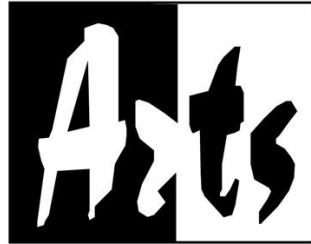


WEST CARLETON



S O C I E T Y

**WEST CARLETON ARTS SOCIETY
OPERATIONAL GUIDE**

November 2020

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WEST CARLETON ARTS SOCIETY DRAFT OPERATIONAL GUIDE

Introduction

West Carleton Arts Society has grown in membership and scope. This Operational Guide is designed as a means of capturing the structure and variety of responsibilities that are handled by the organization. It is meant to provide information that can be readily updated as required, as functions and activities change or are added.

Section I outlines the structure under which we function: board members, team leaders and publicity and administrative leaders.

Section II outlines the responsibilities of specific board members.

Specific procedures used to implement WCAS activities can be found in the Procedures Manual, which is for internal use only.

WCAS is governed by a Constitution and Set of Bylaws. Changes to these documents require a vote by the membership. The WCAS Operational Guide and the Procedures Manual adhere to those core documents but provide more detail into the functions and procedures and do not require a vote to modify. The Executive and Board of WCAS acts in the best interests of its members.

WCAS AIMS:

- To provide an organization through which members may develop their abilities and interests in the visual arts. WCAS includes as visual art those works created using media such as clay, wood, metal, fibre as well as water media, mixed media and oils and photography.
- To foster the growth of the visual arts in the west area of Ottawa and the surrounding regions.
- To contribute to the understanding, development and advancement of the visual arts in west Ottawa and the surrounding regions.
- To support emerging artists.

SECTION I: ORGANIZATIONAL STRUCTURE

Board Structure

The organizational structure of the WCAS includes an Executive composed of the President, Vice-President, Secretary and Treasurer, and a Board of Directors consisting of the Executive plus the immediate Past President, and six Directors as follows:

Shows Director
 Venues Director
 Events Director
 Membership Secretary
 Website/Publicity
 Director-at-large

Signing officers are the President, Vice-President, Secretary and Treasurer.

The Executive is elected by the membership at the Annual General Meeting for a two-year term. The general expectation is that the Vice-President moves into the President's position at the end of the two-year term. Past President is not on the executive, but is holds a Director position for two years.

The executive appoints six directors for a one-year term.

Team Leaders Structure

WCAS volunteers provide leadership and management of various WCAS activities and functions. Team Leaders work and consult with the respective Directors on the Board and the Board at large. These Team Leaders provide leadership and management for the various WCAS shows, events and venues. Specific details on duties can be found in the Procedures Section.

Show Leaders

Spring Fling at Kanata Civic Gallery – March
 Expressions of Art Show and Sale – October
 \$100 and Under Sale – November/December

Venue Leaders

Carp Library
 Constance Bay Library
 West Carleton Family Health Team
 Plant Bath
 Hazeldean Road Corporate Space
 Zolas Restaurant
 Juke Joint Soul Kitchen
 The Herb Garden – Comfrey Cottage

Event Leaders

Spring Into Art Conference

Spring Workshop

Articulate

June Art Workshop

Publicity/Administration Leaders Structure

Website Management (may be undertaken by Website/Publicity Director)

Publicity, both social and traditional media

Newsletter

E-bulletin

Grids

Bookkeeper (may be hired or volunteer)

SECTION II: BOARD RESPONSIBILITIES

President

Per Constitution:

- Serves on Executive and Board
- Provides leadership and guidance
- Determines meeting dates
- Calls Executive meetings
- Acts as WCAS spokesperson and promotes the WCAS to outside groups
- Presides at all general and Board of Directors' meetings
- Keeps up to date on all projects
- Signs the minutes, or may indicate acceptance electronically
- May sign or co-sign cheques
- Sign necessary contracts
- Acts as main contact person
- Conducts miscellaneous duties as required

In addition to the above, the President also:

- Works with the Executive and Board on determining short- and long-term strategic planning
- Sets meeting agendas
- Directs electronic payments

Vice-President

Per Constitution:

- Serves on Executive and Board
- Assumes President's duties when required

In addition to the above, the Vice-President also:

- May take on special projects
- May sign or co-sign cheques, or direct electronic payments
- Signs necessary contracts

Secretary

Per Constitution:

- Serves on Executive and Board
- Keeps minutes of decisions of the Executive committee, all Board of Directors' meetings, and the Annual General Meeting. All minutes shall be approved and signed by the President and Secretary of the meeting and shall constitute the record of the WCAS proceedings and shall be admissible in evidence as proof of the proceedings.
- Shall be responsible for the official correspondence of the Society
- Provides copies of minutes to Executive

In addition to the above, the Secretary also:

- Distributes minutes to the membership electronically
- May sign or co-sign cheques

Treasurer

Per Constitution:

- Serves on Executive and Board
- Responsible for managing the Society's finances and bank account(s) and for preparing financial statements as required.
- Reports results and expectations to the Board and external agencies as required
- Receives fees from membership and deposits in bank; sends receipt to Membership Director for distribution
- Collects other income and deposits in bank, records electronic payments
- Issues receipts for all events as requested
- Pays all bills
- Signs necessary contracts, documents
- Assists committees and team leaders in budgeting for events, monitors performance against approved budgets/plans, provides financial updates as required

- Manages all money transactions at shows/sales
- Responsible for the preparation and management of an annual Society budget

In addition to the above, the Treasurer also:

- Is responsible for managing and reconciling the Society finances and bank account(s), and for preparing financial statements as required using WCAS-approved software
- Manages ongoing relationships with the external accounting/bookkeeping firm, financial organizations such as banks, Paypal, Square, government institutions and others as needed
- Records electronic payments
- Monitors performance against approved budgets/plans, provides financial updates as required
- Manages bookkeeper if one exists

Past President

- Serves on Board
- Serves on Nominating Committee
- Provides advice to the Board

Shows Director

- Serves on Board
- Provides advice and guidance based on experience with shows
- Liaises among show leaders to share experiences and best practices
- Provides liaison between Board and show leaders as necessary
- Provides input on new show opportunities
- There are no direct reports or supervisory duties with this role.

Venues Director

- Serves on Board
- Provides advice and guidance based on experience with venue spaces
- Liaises among venue leaders to share experiences and best practices
- Provides liaison between board and venue leaders as necessary
- Provides input on new venue opportunities
- There are no direct reports or supervisory duties with this role.

Events Director

- Serves on Board
- Provides advice and guidance based on experience with event management
- Provides liaison between board and event leaders as necessary
- Provides input on new events
- There are no direct reports or supervisory duties with this role.

Membership Secretary

- Serves on Board
- Responsible for maintaining a record of members of the WCAS showing their last known address and email. This register shall be available to any member upon request. Members who do not wish to make their address available to the membership at large must so specify on their application for membership.
- Reminds all members (via e-bulletin) that memberships are due in January and ensures webmaster changes the link from the Google Application form to a fresh Google Doc/Sheet for information collection.
- Receives membership applications.
- Distributes receipts for memberships paid
- Provides current membership information to the relevant Directors and Executive
- Keeps relevant correspondence in file, ready to hand over at end of term

In addition to the above, the Membership Secretary also:

- Receives online membership applications. These applications are automatically populated to a Google Docs file from the online application. The Membership Secretary should check periodically for duplicate or missed entries. If an applicant submits more than once due to their slow internet a duplicate entry may appear. The Membership Secretary may periodically sort the Google Doc alphabetically.
- Adds the new member to the WCAS mailchimp system and sends a welcome letter with a template for the WCAS membership card attached.
- If membership fees are received via cheque or cash, these payments are given to the Treasurer for deposit to the WCAS bank account with supporting detail provided to the Bookkeeper for entry into QuickBooks.
- Coordinates with the Treasurer/Bookkeeper to ensure electronic payments are appropriately assigned and recorded.
- No budget is required and normally no expenses are incurred for the collection of membership fees.

Website/Publicity Director

- Serves on Board
- Provides advice and guidance based on experience with website management and/or publicity
- This director may be stronger in one area than the other. He/she will liaise with the appropriate team members on both functions as required to provide necessary sharing of information
- Provides or connects website and publicity support for all WCAS functions
- May serve as webmaster or publicity volunteer (social or traditional media)
- Specific procedures can be found in the Procedures Section. This is not a reporting structure.

Director-at-large

- Serves on Board
- Assists Directors and committees as needed

SECTION III: TEAM LEADER DUTIES - GENERAL

This section provides a description of procedures and responsibilities for positions that may exist outside of a board director.

In general, team leaders are responsible working with the Treasurer to set and manage a budget (where appropriate) for their activity. They are responsible for pulling together and leading a team of volunteers for required tasks, engaging the Publicity/Social Media team for promotion, working with board members and other team leaders in the execution of their activity. All initiatives are conducted with the best interest of the organization in mind.

Broad duties are outlined below, while duties specific to each show/event/venue can be found in the WCAS Procedures Manual.

Show Leaders' Responsibilities

As per the WCAS Constitution, all shows are expected to be revenue neutral, meaning minimal losses and profits. All events are expected to break even as a minimum but should budget in a manner that does not strain WCAS resources.

Event leaders will be responsible for working with the Treasurer to develop and submit an accurate budget to the Executive Committee for approval in advance of the event. Once approved by the Executive Committee, each leader will be responsible for managing the budget for the event, and final reporting of performance. Event leaders must also collaborate with the Publicity/Social Media team to determine promotional activities.

This role is to include (but may not be limited to) the following:

- Arrange for event venue, set-up
- Identify and recruit committee members and task volunteers
- Work with the Treasurer and Board to prepare an event budget and registration fee required to cover those costs. Manage expenditures within that budget
- Develop a timeline for all duties, call outs, rental contacts, etc.
- Engage any necessary contracted services (e.g. caterers, etc.)
- Determine and manage appropriate selection process and engage jurors or other selection committee members.
- Work with the Publicity team to develop a communication/advertising/promotion plan to promote the venue to support the event, including promotional products
- Approve expenditures and ensure expenditures are within the overall budget.
- Deliver approved expenditure receipts to the Treasurer for payment
- Work with the Treasurer to prepare any necessary reports for the Board
- Update operational procedures as required.

Events Leaders' Responsibilities

As per the WCAS Constitution, all events are expected to be revenue neutral, meaning minimal losses and profits. All events are expected to break even as a minimum but should budget in a manner that does not strain WCAS resources.

Event leaders will be responsible for working with the Treasurer to develop and submit an accurate budget to the Executive Committee for approval in advance of the event. Once approved by the Executive Committee, each leader will be responsible for managing the budget for the event, and final reporting of performance. Event leaders must also collaborate with the Publicity/Social Media team to determine promotional activities.

This role is to include (but may not be limited to) the following:

- Arrange for event venue, set-up
- Engage speakers and all contracted services (e.g. caterers, etc.)
- Identify and recruit committee members and task volunteers
- Work with the Treasurer and Board to prepare an event budget and registration fee required to cover those costs. Manage expenditures within that budget
- Develop a timeline for all duties, call outs, rental contacts, etc.
- Work with the Publicity team to develop a communication/advertising/promotion plan to promote the venue to support the event, including promotional products
- Approve expenditures and ensure expenditures are within the overall budget.
- Deliver approved expenditure receipts to the Treasurer for payment
- Work with the Treasurer to prepare any necessary reports for the Board
- Update operational procedures as required

Venue Leaders Responsibilities

WCAS has several venues where its artists may hang art. Each venue varies slightly in operation, but most key duties are consistent. Per executive decision in 2019, beginning in 2021, all venues must include a 5% commission to WCAS in their venue agreements, with the exception of City of Ottawa venues, which already have a 15% commission agreement.

Venue Leads should not incur costs for supplies or events, such as vernissage. If a budget is required, each general Venue Leader will be responsible to work with the Treasurer to develop and submit a budget to the Executive Committee for approval in advance of the event.

Once approved by the Executive Committee, each leader will be responsible for managing the budget for the venue, and final reporting of performance. Event leaders must also collaborate with the Publicity/Social Media team to determine promotional activities.

This role is to include (but may not be limited to) the following:

- Overall management of the venue, including booking, budget, timelines
- Liaise with the Board and owner of the Venue to determine exhibit dates and any changes to procedures
- Identify and recruit committee members to help with hangings
- Initiate the application process
- Manage any special events at the Venue
- Select and installs artwork exhibit
- Be the point of contact for sales liaising between, artist, buyer, venue owner and WCAS Treasurer
- Identify budget requirements and prepares a quarterly report for the Venue
- Liaise with Publicity Team Leaders as required to promote events.
- Update operational procedures as required

Publicity/Administration Leaders Duties

Duties for the various Publicity Leaders and Administrative Leaders are outlined in the WCAS Procedures Manual.