



**The Kamloops Music Collective Board Members Handbook**

**October 2020 Edition**

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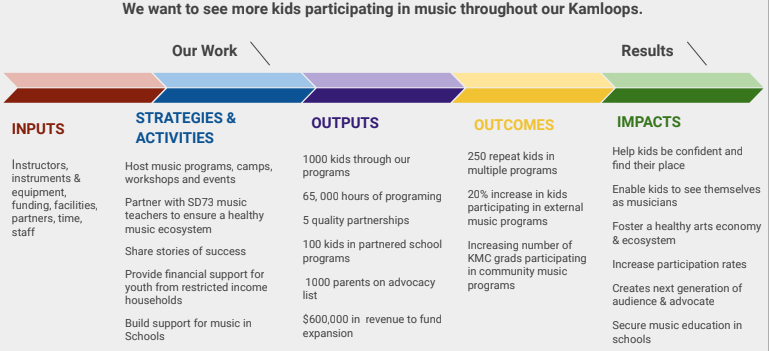
**About the Kamloops Music Collective**

The Kamloops Music Collective (KMC) is a registered charitable organization that works to support the music ecosystem in our community. We offer year round music programming, and encourage participation in music making opportunities in Kamloops. Additionally, we work in partnership with local music educators and other arts organizations to help build strong programs that contribute to musical vibrancy of Kamloops. 

The Kamloops Music Collective works year round to build partnerships that support the music community in Kamloops and simultaneously works to develop and deliver unique, grassroots programs which meet the needs of our community. Some of our popular programs include the Kamloops Interior Summer School of Music (KISSM), the Whole Note program, BAND Together, *Set the Stage!* and our KMC Outreach work.

The KMC is guided by a volunteer board of directors, who meet 8-10 times per year. The Kamloops Music Collective’s Executive Director, Kim Mangan, manages the business and artistic side of our organization alongside Program Coordinator, Megan Alpaugh .

**Theory of Change**

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**Our Vision**

The Kamloops Music Collective will be a catalyst to ensure that every child in our community has the access and opportunity to participate in high-quality music education programs.

**Our Mission**

The Kamloops Music Collective (KMC) believes in the power of music and the life changing transformations it can bring. The KMC’s board members and employees are passionate about providing and supporting music education opportunities for youth in our community.

The Kamloops Music Collective will use its resources to provide community programs that

* Recognize and support music students' creativity and confidence
* Offer opportunities for young musicians to collaborate and grow under the guidance of professional music educators,

The Kamloops Music Collective is committed to sharing its knowledge, skills, equipment and resources with the community to assist in supporting music education by promoting awareness of music’s impact on student growth and achievement.

**Membership and Funding**

The KMC’s membership consists of:

* Parents of children who have participated in our programs
* Interested community members

According to our Constitution, the KMC Board of Directors is made up of seven Directors. Directors are elected to two-year terms (staggered). The KMC board meets eight to ten times per year.

The KMC has three main sources of income revenue: earned income, grants and donations, and sponsorships. A key tenet of our organization is fiscal responsibility. As such the Executive Director works to ensure the stability of all three streams of income revenue, as follows:

* Earned income is generated through registration fees for our programs and ticket sales at events
* Grant income is received from all levels of government as well as from various foundations, and donations are generally received from individuals, small businesses, and service clubs.
* Sponsorship agreements are generally obtained through local businesses.

**Guiding Principles**

| KMC | Guiding Principles |
| --- | --- |
| **Who We Serve**: | * Music Explorers ( K- Grade 4) - Parents are responsible for initiating their engagement * Emergent Musicians (K-12) - People who have expressed interest in taking part in our programs. * Amateur Musicians - Self guided and motivated young musicians and community music groups * Instructors - KISSM instructors and SD73 music teachers |
| **Who Are Our Beneficiaries**: | * Community Music Groups * Alumni/ Parents * School Music Programs * Parents and Families of those we serve * Music Teachers ( school music teachers and private music teachers) |
| **Our Values**: | * **Community:** We recognize that our organization does not exist without our dedicated partners, participants and faculty. We value working with people who have a similar drive to support the music ecosystem of our community. * **Education:** The Kamloops Music Collective believes in developing and delivering high quality music education opportunities. To accomplish this we work with talented, dedicated, and highly trained professionals who have a passion for working with youth. * **Growth:** Our programs enable young people to develop the confidence they need to pursue their goals and overcome challenges. Creating and collaborating through music leads to personal growth that lasts a lifetime. * **Lifelong Learning:** The KMC believes that participating in music can be a lifelong pursuit. We provide quality music making opportunities for youth that form the foundation of the love of music for their entire life. * **Passion:** We are dedicated to fostering the passion of the young musicians who we work with. We accomplish this by creating a fun, creative and educational experience that is supportive and inclusive. |
| **Our Guiding/Operating Principles**: | * KMC offers programs at the highest level of excellence * KMC’s board is fiscally responsible * KMC is responsive and adaptive to the needs of the community. * KMC offers programs that are in alignment with the needs of our clients * KMC strive to ensuring that ALL youth are able to attend, regardless of financial circumstances |

**Strengths, Weaknesses, Opportunities, and Threats**

| SWOT ANALYSIS | NOTES |
| --- | --- |
| **Internal Environment Strengths:** | * Reputation of the organization (especially regarding our flagship program KISSM) * KMC staff members * Passion of those involved * Growth of community support and partnerships * Strong, unified Board of Directors * Diverse income streams * Quality and diversity of programs * Physical office presence in the community * Digital documentation for programs and operations * Consistent and strong branding * Highly dedicated and passionate network of teachers * Proven ability to provide online programs |
| **Internal Environment Weaknesses:** | * Lack of a strong marketing focus * Lack of understanding in the community regarding our brand and services we provide. * Lack of policy and procedure manual * We do not have board committees * Board recruitment |
| **External Environment Opportunities:**  . | * Ability to attract new sponsors * Potential service agreement with the City of Kamloops * Potential to grow partnerships with other like-minded organizations/ businesses * Growth in our online program offerings is possible * We are in a community with a growing population * Ability to utilize other facilities for programs * Potential to explore playing an advocacy role for the importance and benefits of music * Able to fill gaps in the community as they arise (we have the expertise, music educator contacts, admin knowledge) * Potential to offer additional classes, events or programs throughout the year |
| **External Environment Threats** | * Low general awareness in the community around what the Kamloops Music Collective provides * Lack of awareness of benefits of music making opportunities * Music is sometimes seen as an elite activity (not affordable for the masses) * Staff Turnover (losing core staff members) * Lack of crisis planning * Lack of qualified teaching staff in the community * Limited community music assets   + music rooms   + instruments   + instrument repair   + private teachers   + storage   + performance venues * Weakened SD73 music programs * Financial uncertainty * Potential post- pandemic regulations resulting in increased costs to run programs |

**Our Goals**

| Goals | Strategies |
| --- | --- |
| 1. **Continue to Deliver Year Round Programming** | * Focus on strengthening existing programs * Ensure interconnectivity of programs * Adapt to local conditions/seize opportunities and fill gaps |
| 1. **Raise Awareness of the Kamloops Music Collective** | * Develop and execute a strong marketing plan * Continue to foster new and existing community partnerships * Continue to focus on KMC Outreach projects |
| 1. **Ensure Organizational Sustainability**   . | * Maintaining diverse income streams (earned income, sponsorships, donations and grants) * Bringing a focus to Legacy Giving to the Kamloops Music Collective * Ensuring strict fiscal responsibility |

**KMC Board of Directors 2019- 2020**

| **DIRECTORS** | **OCCUPATION** | **TERM** | **ADDRESS** | **CONTACT** |
| --- | --- | --- | --- | --- |
| **Cheryl Martin** | Lawyer  Martin & Martin Lawyers | 2019-2021 | 137 Coppertree Court  Kamloops, BC  V2E 2N4 | (H) 250-828-8680  (O) 250-828-6175  Cheryl@martinlawyers.ca |
| **Donald (Don) Kitt** | Westway Plumbing and Heating  Sheet Metal Mechanic | 2019-2021 | 1679 Valleyview Dr  Kamloops BC  V2C 4B6 | (C) 250-852-1022  dtkitt@shaw.ca |
| **Ryan Gauthier** | Faculty of Law  TRU | 2018-2020 | 3572 Kananaskis Rd  Kamloops BC  V2H 1S1 | (C) 778-680-2453  ryangauthier@hotmail.com |
| **Wilfred Froese** | Manager  Idealeaver | 2018- 2020 | 764 Fleming Drive  Kamloops, BC  V1S 1B3 | (H) 250-374-9399  (W) 250-374-0906 (x202)  wilf@idealever.com |
| **Mike McDonald** | Housing Outreach Worker  ASK Wellness | 2019-2021 | 726 Barrie Dr  Kamloops BC  V2B 3X9 | (C) 250-318-0300  mike333mcdonald@yahoo.ca |
| **Brant Zwicker** | Station Manager  CFBX Radio | 2019-2021 | 26-1435 Summit Drive  Kamloops, BC  V2E 1S4 | (C)250-374-5290  zwicker@telus.net |
| **Lisa McDonald** | Communications  City of Kamloops | 2019-2021 | 2015 Gladstone Dr  Kamloops BC  V2E 2B9 | 250-819-5500  LMCDON@Shaw.ca |
| **Kim Mangan** | Executive Director | 2016- 2018 | 423 St Paul St  Kamloops BC | (C) 250-574-5437  (O) 236-425-4221  Kim@KamloopsMusicCollective.ca |

**Board Member Roles and Responsibilities**

**Chair/President**

* Work with Executive Director and Vice Chair to set meeting agendas
* Chair board meetings
* Follow-up on action items from board meetings
* Ensure good governance and best practices are being followed
* Serve as ex officio on committees
* Set annual general meeting agenda Write and present president’s report for annual general meeting

**Vice Chair/Vice President**

* Work with Executive Director and Chair to set meeting agendas
* Follow-up on action items from board meetings
* Assume and perform Chair’s duties in their absence Chair a committee

**Past Chair/President**

* Work with Executive Director and Chair to set meeting agendas
* Chairs Assume duties of Chair if both Chair and Vice Chair are absent Assist Chair with president’s report for annual general meeting
* Chair a committee

**Treasurer**

* Have an understanding of accounting
* Protect KMC against fraud and theft
* Ensure the board understands any financial obligations
* Ensure financial records are kept up to date
* Review and report on monthly financial performance against budget
* Ensure delegations of authority are being followed
* Maintain records of KMC’s assets
* Assist with setting the budget each year

**Secretary**

* Record and distribute board meeting minutes
* Maintain record of past meeting minutes

**Directors at Large**

* Represent and promote KMC
* Attend board meetings and contribute to discussions
* Participate in committees
* Assume cheque signer role as needed
* Attend KISSM functions
* Directors at Large responsibilities apply to all members

**List of Board Committees and Members of Each**

* Include committee goals / descriptions
* To be determined

**List of Upcoming Meetings: Calendar format**

* We need to predetermine these meetings

**Fundraising One Pager**

* Outline expectations for board giving and assistance with annual income

**10 BASIC RESPONSIBILITIES OF A NON-PROFIT BOARD**

1. Determine mission and purpose. It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
2. Select the Executive Director. Boards must reach consensus on the Executive Director’s responsibilities and undertake a careful search to find the most qualified individual for the position.
3. Support and evaluate the Executive Director. The board should ensure that the Executive Director has the moral and professional support he or she needs to further the goals of the organization.
4. Ensure effective planning. Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
5. Monitor and strengthen programs and services. The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.
6. Ensure adequate financial resources. One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
7. Protect assets and provide proper financial oversight. The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
8. Build a competent board. All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
9. Ensure legal and ethical integrity. The board is ultimately responsible for adherence to legal standards and ethical norms.
10. Enhance the organization's public standing. The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.