Thursday January 10, 2019 Report from Chair

I asked you to look at the Guidelines: Roles and responsibilities of a Museum Board of Trustees which is approved by the Canadian Museums Association and The Canadian Art Museum Directors Association (CAMDA) and at slides 10 and 29 of the slide deck David provided to us, because I want us to consider what type of Board we are currently and how we will move to the type of board that our government funding agencies support, namely a policy board.

All boards have the responsibilities outlined in sections 1 and 2 of the document, namely they are legally responsible for the gallery’s resources, collection and activities. All boards should:

* set policy
* hire and monitor the performance of the Executive Director,
* plan for the future,
* approve budgets, monitor finances, and arrange for audits,
* plan and participate in fundraising and
* advocate for their organization.

Where staff is inadequate or not existent, the Board also assumes some of the day to day functions of the gallery.

The Executive Director is responsible for the day-to-day operations of the gallery. Her duties include:

* managing the office,
* hiring staff whether paid or volunteer,
* corresponding and managing relations with government organizations and funding agencies,
* maintaining the day to day accounts and reporting to the treasurer,
* organizes and managing events and
* in general making all decisions on the day to day operations of the gallery.

The division between the responsibilities of the board and those of the executive director are not distinct and often cause difficulties in board-staff relations. In my opinion it would be useful to have a policy outlining in detail the duties of both, but this is not an easy task and my preference would be to hire an outside facilitator to help us do this.

In general, I think these principles should apply to us at this time;

* The executive director answers to the chair of the board. She would obviously work with other board members but she reports to the chair and takes direction from the chair.
* The executive director is in charge of all staff, whether paid or volunteer. They answer to her and take direction from her, not the Board or an individual board member
* When a member of the board is working as a volunteer she is not acting as a member of the board meaning that she takes direction from the executive director, exactly like any other volunteer
* The executive director is the conduit between the board and outside agencies, including municipal governments and Victoria Hall. If a board member perceives a problem they should contact the executive director and ask her to solve it
* The financial books are prepared by the office staff and approved by the treasurer who presents them to the Board

We as a Board have accomplished a lot in one year but we still have a lot of basic organizational work to do. We need to create a board manual, whether in hard copy, or digitally on our board portal, and we need to complete policies for our committees.

It is important that every member understands who we are. We are a non-profit charitable organization with Letter’s Patent and a charitable number; which allows us to issue tax-deductible receipts for donations. We must comply with government compliance to maintain status. We are not a ‘friends of the gallery” or a “gallery foundation,” whose primary function is fundraising. An important duty of this board is fundraising but our primary responsibility is long term planning and policy development. We are a governing board and we hold our positions on this board as a public trust, responsible for the care, maintenance and management of the permanent collection which is owned by the citizens of Canada, and for supporting programs developed by our staff that support publicize and teach art to the citizens of our community. Our challenge is to create policies and plans that will allow the gallery to survive and prosper.