

TABLE OF CONTENTS

Introduction

Saskatchewan Music Festival Association

- History of SMFA
- Vision and Mission Statement
- Cultural Impact
- Contact Lists
- District Festival Mailings
- Communications
- District Festival Visits
- Annual Conference
- Eligible Cultural Organization
- Lottery System
- SaskCulture

Appendix A - Governance

- Constitution & Bylaws
- Board Development

Appendix B - Handbook

- Sample Festival Handbook
- Sample Meeting Schedule & Agenda
- Sample Job Descriptions

Appendix C - Reporting

Provincial Office Reporting Requirements

Reporting & Forms Samples

- Festival Guide
- Adjudicator Report Form
- Adjudicator Contract
- Festival Statement
- Revenue & Expense Form
- Annual General Meeting Minutes
- Volunteer Award Nomination Form
- SMFA Board Nomination Form
- Supply Order Form
- Promotional Items Order Form
- Website Page
- District Winner Recommendation Charts
- Adjudicator Evaluation Form
- People/Stats Form
- Festival Report
- Adjudicator Time-Frame Requirement Form
- Festival Date Choice Form

Appendix D – Office in a Box

- Overview
- Administrative Info
- Constitution
- Charitable Status
- Governing Documents: Minutes
- Policies & Procedures
- Financial Documents
- Annual Returns
- Official Tax Receipts
- Operational Info
- FAQ Booklet

Appendix E - Other

- Adjudicator Directory

1. INTRODUCTION

This comprehensive SMFA District Festival Manual is intended to be used as an aid for SMFA volunteer committees in several aspects. The manual provides the following information:

- ✓ SMFA Provincial overview
- ✓ Organization history
- ✓ Lotteries Trust Information
- ✓ **Appendix A:** Board Governance (SMFA Constitution/Bylaws, Board Development)
- ✓ **Appendix B:** Sample Handbook with Meeting Timelines/Board Positions with Job Descriptions –
- ✓ **Appendix C:** Provincial Office Reporting Requirements
- ✓ **Appendix D:** Office in a Box: A tool developed by Charity Central to help small volunteer charities improve compliance with Canada Revenue Association's requirements. This tool will help you understand the importance of your governing documents (Constitution, Policy and Procedures), describe the importance of taking meeting minutes, assist in filing your Annual Charitable Return - T3010B, answer questions about official tax receipts, and detail the list that a charity should keep and for how long.
- ✓ **Appendix E:** Other

2. SASKATCHEWAN MUSIC FESTIVAL ASSOCIATION (SMFA)

SMFA is the provincial body representing 47 district community music festival organizations across the province. Many communities all over Saskatchewan are involved annually in producing volunteer-run district festivals, workshops, and concerts. These involve more than 70,000 people as participants, volunteers, and audience members.

2.1 History of SMFA

The SMFA is one of the province's oldest organizations and has influenced all Saskatchewan music. Its structures and programs have been followed throughout Canada. Inspired by Governor General Earl Grey's vision of a Dominion-wide festival, the SMFA was established in 1908 in Regina by Fred Chisholm and Frank Laubach. All Saskatchewan musical groups were invited to the first Provincial Festival in 1909 in Regina. The annual festival moved to Saskatoon, Prince Albert and Moose Jaw, and then continued the rotation. Excellent railway service allowed participants, including large ensembles, to come from all parts of the province. To satisfy increasing demands, District Festivals were added, beginning at Unity in 1926. Expansion continued until there were fifty-one in 2002, including one fully bilingual event at Gravelbourg. An early president, Chief Justice Brown, secured a government grant to be administered by the University of Saskatchewan under its president, Walter Murray. Murray, another early SMFA president, provided office space for the SMFA secretary and a car to facilitate festival fieldwork.

Adult vocal ensembles and solos were eligible for the first festival, with other categories added gradually. Provincial awards kept increasing until several hundred performers competed through a system of District winners. This model has since been used by the Federation of Canadian Music Festivals in all provinces. The continued growth of large ensembles encouraged the formation of many provincial associations to accommodate various categories such as choral and band. The SMFA occasionally commissions works for special celebrations.

The Concerto Competition (established in 1979) and the Gordon Wallis Opera Competition (2000), administered by the SMFA, are held in alternating years. In addition to cash prizes, the winners are featured as guest soloists with the Regina and Saskatoon Symphony Orchestras.

In 2009, the SMFA celebrated the 100th Anniversary of the first Provincial Festival with a Centennial Re-enactment Concert held in Regina. In addition, special Centennial classes were heard at the SMFA Provincial Finals and the Federation of Canadian Music Festivals AGM/Conference and National Music Festival Competitions were held in Saskatoon.

More stories of SMFA can be found in "Music for One, Music for All" written by Mossie Hancock for SMFA's 80th Anniversary. Mrs. Hancock also wrote an Historical Update for the years 1989 – 2000.

SMFA promotes music festivals as an important cultural movement in the province of Saskatchewan through website, social media, advertisements, press releases, annual reports, newsletter, brochures, signage and speaking engagements. As a Provincial Cultural Organization, we obtain and maintain Association funding. SMFA offers a variety of services to its District Festivals providing:

- Award certificates to district festivals at no charge, as well as SMFA stationery and promotional items at cost.
- A Provincial website which members are encouraged to use to its full potential.
- An Annual Report which includes Audited Financial Statements, district festivals' yearly reports, and detailed reports of all SMFA Programs.
- The hiring and liaising with adjudicators according to each Festival's needs (Over 170 professional musicians are hired each year)
- Member funding when requested and approved by SMFA Finance Committee.
- The opportunity for young musicians in our province to progress from District to Provincial to National levels of competition.
- Representation on members' behalf at [the national] AGM. SMFA continues to be a leader in the Canadian Music Festival (FCMF) movement with our unique programming.
- Group fundraising opportunities, in addition to actively seeking other sources of funding through corporate sponsorship and grants.
- Event liability insurance to all members at no cost.

2.2 SMFA Vision and Mission Statement

The Saskatchewan Music Festival Association (SMFA) has a proud heritage, providing a platform for music festival performances for students across the province. It was established in 1908 and is incorporated under the Non-Profit Corporations Act. The SMFA is also affiliated with the Saskatchewan Ministry of Parks, Culture and Sport, SaskCulture, Saskatchewan Arts Board, and the Federation of Canadian Music Festivals.

Vision - Enhancing lives through an appreciation for music.

Mission - Promoting excellence in music and speech through competitions, performance, and educational opportunities for the people of Saskatchewan.

2.3 Cultural Impact

In 1905, Saskatchewan became a province. Since 1908, the SMFA has grown with our province, always in step, always in tune. It reaches out to people of all ages and all backgrounds across the province. Our structures and programs have been modeled throughout Canada.

Our mandate which is, "to promote excellence in music and speech arts by providing performance and educational opportunities through competitive festivals," requires us to work closely with the many (numerous) people who come together to keep the festival movement in Saskatchewan alive and well.

These people include:

- music and speech students
- teachers
- parents
- volunteers
- donors
- audiences

There are 47 annual festivals across the province, therefore the impact that is created in all these 47 festivals and surrounding areas is significant.

These communities have embraced the festival concept because it provides:

- an element of educational growth as well as entertainment that brings their community together
- the opportunity for communities to acknowledge and support the success and endeavours of their young people
- encouragement for students to set goals and showcase their abilities while receiving constructive adjudication from professional musicians
- local volunteers an opportunity to be involved with young people in their community in a positive way
- participating students with the performance opportunity to develop confidence and self-discipline while demonstrating positive role models for their peers

Since its early days, the Association has provided competitive and non-competitive classes for not only solo and individual competitors, but for community and schools in choruses, bands and orchestras. SMFA's continued expansion encouraged the formation of other provincial music organizations. Saskatchewan was not only the first to form a Provincial Music Festival Association, but also the first to use a common syllabus for all its member festivals. The use of the common syllabus assures that a high standard is maintained.

SMFA partners with the other music organizations across Saskatchewan to ensure that the programs we develop are relevant to the needs of our young people. Accessibility to programs and recognizing changing demographic circumstances within the province is a high priority. The broad-based volunteer component of SMFA allows the organization to operate at the grass roots level thereby closely monitoring these changes and adapting to them.

Every attempt is made to ensure that the experience attained by participants is beneficial and works in concert with the SMFA vision which is to develop individuals with positive life and performance skills.

SMFA believes that the need for a culturally aware society is of increasing importance given the pressures exerted upon us by the rapid, electronic environment in which we live. Our organization is committed to cultivating that awareness by providing information, education, opportunity and a clear vision of the role we play in this task.

2.4 Contact Lists

Contact lists of the District Festivals are regularly updated and posted on each festival's webpage on the SMFA website. The list is also sent to the office of the Federation of Canadian Music Festivals (FCMF). In addition the Festival Dates listing is sent to the Tourism Office.

2.5 District Festival Mailings

Information is sent to the Corresponding Secretary of each District Festival. (While some festivals have an administrator, the term "Corresponding Secretary" applies). It is important that emails are checked frequently and response is made in a timely manner.

The quarterly newsletter, *Festival Focus*, containing relevant information, is posted on the SMFA Website and emailed to District Festivals (via the Corresponding Secretary), partner music PCO's, SMFA Board, and Friends, on the 20th of the month (March, June, September, and December).

2.6 Communications

SMFA's office hours are Monday-Friday, 9:00 am to 5:00 pm. Voice mail and email is available at all times. The local phone number is 306-757-1722; the toll free number is 1-888-892-9929; Fax is 306-347-7789; and email is sask.music.festival@sasktel.net.

2.7 District Festival Visits

The SMFA Executive Director and board members are available to visit your Festival. The purpose of the visit can be to deliver workshops, information sessions, assist with governance, help with problem solving, or attend the final Awards Concert or special event to bring greetings.

2.8 Annual Conference

SMFA collaborates with the Saskatchewan Band Association (SBA), Saskatchewan Music Educators Association (SMEA), Saskatchewan Choral Federation (SCF), and the Saskatchewan Orchestral Association (SOA) to hold the Saskatchewan Music Conference (SMC) and its Annual General Meeting (AGM) each year. SMC is traditionally held in November and offers a wide variety of workshops and networking opportunities. SMFA presents Volunteers Awards each year at the SMC Banquet, to those nominated by their District Festival committees.

2.9 Eligible Cultural Organization

SaskCulture allocates lottery funds in the form of annual global grants to Eligible Cultural Organizations. There are currently 31 eligible cultural organizations, serving the areas of arts, heritage and multiculturalism including SMFA

The AGF grants support the annual operations of Eligible Cultural Organizations identified on the Minister's Eligibility List, as well as over 400 associated groups at provincial, regional and local levels through these Eligible organizations' own project and member funding programs. These diverse cultural organizations are rooted in community involvement and volunteer efforts. They support a tremendous cultural infrastructure that empowers Saskatchewan's cultural community to deliver a wide selection of cultural activities and services throughout the province

2.9.1 Lottery System

Sask Lotteries Trust

The proceeds from Saskatchewan Lotteries benefit more than 12,000 sport, culture and recreation organizations and over 800 communities. These organizations provide programs that are far-reaching and encompass people of every age and ability. The programs range from scouts and girl guides, gymnastics and soccer to dance, theatre and hockey. Saskatchewan Lotteries roots stretch back to 1974, when Sask Sport Inc., a non-profit federation of provincial sport governing bodies, was licensed by the Government of Saskatchewan to operate major lotteries in Saskatchewan. Sask Sport Inc. operates the Saskatchewan Lotteries system on behalf of the sport, culture and recreation community. A volunteer board of directors and a vast network of volunteers guide Saskatchewan Lotteries.

Sport, culture and recreation activities supported by Saskatchewan Lotteries are a major contributor to wellness, funding activities for people of all ages, ranging from summer camps for youth to aerobics for seniors. These activities encourage people to adopt active, healthy lifestyles, which improve their physical and mental health. The work of sport, culture and recreation volunteer groups has a significant impact on the provincial economy. It is estimated that every year in Saskatchewan, sport, culture and recreation activities generate over \$1 billion worth of economic activity and sustains almost 13,000 jobs.

The existence of Saskatchewan Lotteries has fostered the growth and development of an unequaled core of volunteers, who generously donate their time to make life better for Saskatchewan people. By empowering the volunteer community, Saskatchewan has nurtured one of the most cost-effective program development and delivery systems in North America. Every person who purchases Saskatchewan Lotteries ticket is supporting a system, which shapes the lives of Saskatchewan residents in a meaningful and positive way, creating a better future for all of us.

Sport, culture and recreation programs and activities are delivered through the memberships of three independent, non-profit organizations in Saskatchewan. The responsibility for the administration of the lotteries and Sask Lotteries Trust has been given to SaskSport Inc. through a license issued by the Government of Saskatchewan. In order to carry out this responsibility, the SaskSport Board of Directors, with the direct input from SaskCulture and Saskatchewan Parks and Recreation Association, elects or appoints volunteers to an Advisory Committee to the Trust.

This Committee is comprised of provincial leaders in sport, culture and recreation, who receive and consider all requests for assistance from those organizations eligible for Lottery Trust funding. The amount of dollars that goes

to each of the three disciplines has been established as part of the license, that is, 50% of Trust funds go toward sport, 35% goes toward cultural activities and 15% to recreation.

In terms of operation, the lottery-funded system for sport, culture and recreation, is delivered to the people of Saskatchewan through three important, independent community partners. These "global" organizations - Sask Sport, Inc., Saskatchewan Parks and Recreation Association Inc. and SaskCulture, Inc. - collectively represent hundreds of community organizations and ensure that lottery proceeds benefit every community in the province.

Saskatchewan Lotteries & Its Relationship with Cultural Activity in Saskatchewan

Saskatchewan Lotteries is part of the Western Canada Lottery Foundation, along with Alberta and Manitoba. In 1974, at the inception of lotteries in Saskatchewan, the non-profit organization, SaskSport Inc. (SSI) was named the licensed sales agency for the Western Canada Lottery Foundation in this province. Each year, from 1974 to 1987, SSI negotiated a one-year license. In 1988, SSI acquired a five-year license. In 2003, a one-year license was negotiated. In June of 2006, the Government of Saskatchewan reduced the Lottery Licence Fee from 5% to 3%. This change to the Lottery License Agreement is done by way of an amendment to year three of the current agreement. With this decision, government has shown that it values the excellent work being done by our many cultural groups, as well as those in sport and recreation, throughout the province. A new lottery agreement was signed in 2013 that extended the previous agreement for another 5 years.

SaskSport Inc. (SSI) has three roles:

- 1) Saskatchewan Lotteries
- 2) SaskLotteries Trust for Sport, Culture and Recreation, and
- 3) Program Development through the Provincial Amateur Sport Governing Bodies in Saskatchewan.

For SaskCulture's purposes, the relationship with SSI is with items 1.1.1 and 1.1.2 above. Sask Sport Inc. administers funding through the Sport Section of the Saskatchewan Lotteries Trust Fund. These funds are made possible from the sale of lottery tickets in Saskatchewan.

SaskCulture

Since 1997, SaskCulture Inc. has gained recognition as a leader in cultural development in Saskatchewan. A non-profit, community-driven organization, SaskCulture works with members, volunteers and other community partners to build a culturally vibrant province, where all citizens celebrate, value and participate in a rich, cultural life.

The organization supports the wide scope of cultural experience, including the arts, heritage, multiculturalism and cultural industries. SaskCulture works with over 100 member organizations, which in turn, reach out to an expansive network of local groups, associations, agencies, business and individuals in communities across the province. Membership also includes individuals, who support the values, principles and mandate of SaskCulture. SaskCulture provides programs and services through its member network, such as training and education, shared advocacy and promotion, as well as a range of networking opportunities – all aimed to build and strengthen the cultural community in Saskatchewan.

One of SaskCulture's most significant roles is Trustee for the Culture Section of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. Along with its partners, Sask Sport Inc. and Saskatchewan Parks and Recreation Association Inc., SaskCulture works to ensure funding is available to support a wide range of community programming in Saskatchewan. SaskCulture's work is based on strong partnerships. In addition to their partnership with Sask Sport and Saskatchewan Parks and Recreation Association, SaskCulture maintains ongoing relationships with organizations such as the Saskatchewan Arts Board, Ministry of Sport, Culture and Recreation, Tourism Saskatchewan, and the Saskatchewan Heritage Foundation to name a few. SaskCulture is also integral in the introduction of programs such as Culture Days and Creative Kids on a provincial level.

SaskCulture Inc. origins go back to a time when the cultural community in Saskatchewan was searching for ways to work together and secure additional funding sources. In 1980, the Saskatchewan Council of Cultural Organizations (SCCO) was formed as the first umbrella organization for culture in the province. It brought together many different groups in the cultural sector, representing both the volunteer and professional cultural organizations. For

the next 16 years, SCCO assumed increased responsibility as the Trustee of the Culture Section of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation.

Formed in 1974, the Saskatchewan Lotteries Trust Fund was seen as an ideal fundraiser for community sport, culture and recreation organizations. Thanks to lottery proceeds, SCCO was able to distribute funding to through its volunteer-based adjudication structure to support a wide range of cultural programming in the province. The government recognized the value of this community-run lottery system and began adding an additional commitment into the Culture Section of the Trust's funding responsibilities. By 1991, the provincial government had handed most of its cultural funding responsibilities, including the Saskatchewan Arts Board, the Saskatchewan Heritage Foundation, Sask Film, and the MacKenzie Art Gallery over to the lottery system, and at the same time, cut the lottery funding by 25 per cent by increasing the lottery license fee. SCCO, along with the rest of cultural community, was sent into restructuring mode trying to accommodate this situation. Although a new government pulled all legislated agencies, such as the Saskatchewan Arts Board and Saskatchewan Heritage Foundation, back into government in 1993, SCCO was encouraged by the Minister of the day to continue its restructuring process. After many task force reports, meetings, consultations and some major delays due to changes in government policy, in 1997, SaskCulture Inc. was officially born.

Governed by a volunteer-elected Board of Directors, SaskCulture serves a much broader mandate than its predecessor. The organization has continued to mature in its role as a unified voice for culture in Saskatchewan.

To find out more about SaskCulture Inc., its members, membership, benefits and funding applications, visit their website at www.saskculture.sk.ca. You can link to member websites to find a variety of resources to assist you in pursuing your cultural interests.

SASK LOTTERIES IS A MAJOR FUNDING SOURCE FOR SMFA, AND ALL THE DISTRICT FESTIVALS BENEFIT DIRECTLY FROM THOSE FUNDS. PLEASE MAKE SURE THAT THE LOTTERIES LOGO IS PLACED PROMINENTLY ON ALL ADVERTISING, PROGRAMS, AND INFORMATION.

Appendix A: Board Governance - Constitution and Bylaws, Board Development

The Governance Model District Festivals use is one of the following:

1. Operational (primary focus: operations) – The board does the work of the organization and manages as well as governs it. This is typical of a board in the 'founding' stage of an organization and of boards in organizations, such as service clubs, that have no staff and that must rely largely on board members and other volunteers to achieve their aims. Operational boards also have management responsibilities but are distinguished from management boards by their lack of staff support.
2. Management (primary focus: management of operations) – The board manages operations but may have a staff coordinator. Board members actively manage finances, personnel, and service delivery directly or as committee chairs and report directly to the board. Staff reports to board member managers either directly or through a dual reporting line to a board member and a staff coordinator.

Appendix B: Sample Festival Handbook, Meeting Timeline, Job Descriptions

Appendix C: Provincial Office Reporting Requirements & Samples

Appendix D: Office in a Box

Appendix E: Other