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# SaskCulture

**A Proposed Framework**

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February 1997

**Report of the SaskCulture Transition Committee**





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# SaskCulture

## Introduction

Different concepts of SaskCulture have been presented within the context of the restructuring effort of the Saskatchewan cultural community which began in 1991, including reports issued by two restructuring Committees: the Steering Committee for the Restructuring of the Cultural Division of Saskatchewan Lotteries Trust Fund (1991-92); and, the Ad Hoc Cultural Restructuring Committee (1992-93). In the discussion paper released in January of 1995, Responding to the Community; Proposals For Cultural Development, Saskatchewan Municipal Government presented suggestions for SaskCulture as one of seven proposals that constituted a cultural strategy.

Responsibility for developing a conceptual framework for SaskCulture was left to the Saskatchewan Council of Cultural Organizations, which approved a terms of reference for a SaskCulture Transition Committee to undertake the challenge. This report is the result of the SaskCulture Transition Committee's deliberations.

# A PROPOSED FRAMEWORK

## Principle & Values:

**SaskCulture will be representative of and responsive to Saskatchewan people.**

*SaskCulture and its members will:*

- value autonomy and unique purpose of the members of the cultural community
- value excellence, efficiency and effectiveness in program and service delivery
- value volunteers and their involvement and contributions to the cultural community
- value accessibility, inclusiveness, equal opportunity and democratic processes
- value the ethnic and cultural diversity of the people of Saskatchewan

## Criteria for Board Nominees (general):

Board nominees will:

- agree to abide by the code of ethics and conflict of interest policies of SaskCulture
- have demonstrated knowledge and acceptance of the vision, mission, principles and values of SaskCulture
- have demonstrated community involvement in a leadership capacity
- have demonstrated experience and knowledge of culture
- have demonstrated knowledge and respect for the ethnic and cultural diversity of the province
- be prepared to participate fully as a member of the Board by attending board meetings, orientations, annual general meetings, liaison activities, committee meetings, et cetera
- have demonstrated knowledge of the diversity of the cultural community

*\* specific criteria are developed in consultation with the relevant community of interest*

## Nominating Committee of the Board:

- chaired by Past President, plus 2 others appointed by the Board
- committee members must not be candidates for the Board
- uses criteria as above
- after a public call for nominations and consultation with relevant communities of interest, the committee puts together a slate (exceeding the number of positions available in each category)

## Election of the Board:

- slate includes president and 9 directors (the 10<sup>th</sup> is appointed by the Saskatchewan Arts Board)
- candidates run for specific seats, and ballot allows seat-by-seat voting
- all voting members of SaskCulture vote for the elected members of the Board

## SaskCulture Board of Directors:

President and Past-President (non-voting) and ten (10) directors coming from:

- First Nations (1)
- cultural industries (2)
- arts (2) (one from SAB)\*
- Metis Nations (1)
- heritage (2)
- multiculturalism (2) (may include one from multicultural foundation)
- president and past president are non-voting
- president must have served a term as a director
- staggered two-year terms (5 and 5)
- president can serve only one 2-year term
- board members cannot serve more than 6 consecutive years in any capacity (excluding Past President)
- eligible again after a break of one term (two years)
- board elects its own officers from among its numbers (e.g. Vice - President)

*\* reciprocal arrangement with the proposed single arts agency board (and other relevant legislated agencies and foundations) was discussed*

## Saskatchewan Arts Board (SAB) Conditions:

1. Participation on policy making on SaskCulture Board
2. Negotiation of \$ allocation decisions (% of spending plan)
3. Autonomy to determine its distribution decisions re recipients of funding
4. Legislative mandate not be compromised by the lottery agreement

# SASKCULTURE:

## VISION

SaskCulture strives to build a culturally vibrant future in which all citizens of Saskatchewan, individually and collectively, celebrate, value and support participation in and access to cultural experience.

## MISSION

SaskCulture represents the cultural community as a whole and assists the cultural community in its endeavours to develop and promote the cultural life of the province.

## PRINCIPLES

- ◆ Access to enabling resources will be equitable & fair for all cultural program & service providers;
  - ◆ Strength in common purpose; and
  - ◆ SaskCulture will be representative of and responsive to Saskatchewan people

**Principle & Values:**  
*Access to enabling resources will be equitable and fair for all cultural program and service providers.*  
*SaskCulture and its members will:*

- value the diversity of the cultural community and its ability to provide a wide range of cultural experiences to the people of Saskatchewan
- value lottery dollars as a significant source of revenue for cultural activity in the province and value SaskCulture's position as a partner in the Saskatchewan Lotteries Trust Fund for Sport Culture and Recreation
- encourage transparent and accountable funding adjudication mechanisms

Spending Plan: determined by Board

**Principle & Values:**  
*There is strength in common purpose.*  
*SaskCulture and its members will:*

- be a cohesive force for the cultural community, from which the community will draw strength
- provide leadership by which the community can collectively advocate for culture
- value cooperation and partnerships between cultural organizations, and both the public and private sectors

<p><b>Membership:</b> any person or group can be a member of SaskCulture</p>	<p><b>Voting:</b> All issues are decided by quorum as per Saskatchewan Non-Profit Act with one exception: <i>to effect constitutional change, 2/3 of the membership present at the annual general meeting must vote in favor of the resolution. In addition, 2/3 of each community of interest present must vote in favour of the resolution. For bylaw changes, a majority of the membership present must be in favour, as well as a majority of each community of interest present at the meeting.</i></p>
<p><b>Voting members:</b></p> <ul style="list-style-type: none"> <li>• registered non-profit corporations</li> <li>• legislated agencies</li> <li>• registered corporations</li> </ul>	<p><b>Non-Voting:</b></p> <ul style="list-style-type: none"> <li>• individuals</li> <li>• partnerships</li> <li>• non-registered associations</li> </ul>

## SaskCulture Transition Committee Members

The following are the members of the SaskCulture Transition Committee:

- Ken Sagal, Chair (SCCO Representative to August 1996)
- Cheryl Bauer Hyde, SCCO Representative (Committee Chair to August 1996)
- Wilf Blondeau, Métis Nations of Saskatchewan Representative
- Adrian Boyko, Multicultural Representative
- Cheryl Kloppenburg, Saskatchewan Arts Board Representative
- Andrew Oko, Arts Representative
- Blair Stonechild, Federation of Saskatchewan Indian Nations Representative
- Peter Wyant, Heritage Representative

The following are ex-officio members of the committee:

- Associate Deputy Minister, Department of Municipal Government (designated to Ronald Holgerson, Director, Arts, Cultural Industries and Multiculturalism Branch, and Dean Clark, Director, Heritage Branch)
- Mary Mahon Jones, General Manager, Saskatchewan Council of Cultural Organizations

The following staff assisted committee deliberations:

- Pat Fairbairn, Executive Secretary, Saskatchewan Council of Cultural Organizations



## Proposed Framework for SaskCulture

The SaskCulture Transition Committee developed a vision statement, mission statement, and principles and values to guide cultural activity in Saskatchewan. The Committee also detailed structures for membership, governance, Board composition, elections and funding. The following section of this report presents the Committee's descriptions of these essential aspects of its proposal for SaskCulture.

### Vision

SaskCulture strives to build a culturally vibrant future in which all citizens of Saskatchewan, individually and collectively, celebrate, value and support participation in and access to cultural experience.

### Mission

SaskCulture represents the cultural community as a whole and assists the cultural community in its endeavours to develop and promote the cultural life of the province.

### Principles and Values

The SaskCulture Committee articulated the following principles and values for SaskCulture and, consequently, for the future of cultural activity in Saskatchewan.

- 1) Access to enabling resources will be equitable and fair for all cultural program and service providers.

SaskCulture and its members will:

- value the diversity of the cultural community and its ability to provide a wide range of cultural experiences to the people of Saskatchewan
- value lottery dollars as a significant source of revenue for cultural activity in the province and value SaskCulture's position as a partner in the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation
- encourage transparent and accountable funding adjudication mechanisms.

### F.5 Information Release

It is acknowledged that, subject to the provisions of the communication strategy established by the Committee as per section E.5 of this document, each representative will be responsible for on-going communications with their respective community of interest or governance structure.

### F.6 Voting Procedures

The Committee will strive for consensus, but failing that, a 75% majority vote of the full voting membership of the Committee will rule.

The members appreciate that, to the degree that consensus cannot be reached, there may be inherent risks in any recommendations reached by the Committee.

### F.7 Conflict of Interest

No individual of the Committee will use his or her membership on the Committee for personal gain.

## G. Timelines

The Committee will discharge its purpose as per the following timelines:

**June/July 1995:** SaskCulture Committee meets to discuss and approve terms of reference for the Committee.

**October 1995:** SCCO Board approves Terms of Reference.

**September 1996:** Community Consultation

**October and November 1996:** Committee Meetings

**December 1996:** Constitution drafted

**January 1997:** First draft mailed to community

**March 1997:** Process completed

## H. Resources

### H.1 SCCO Administration

will provide support to the Committee through:

- the recording of meeting minutes;
- the distribution of meeting materials;
- logistical support (expenses, financial statements, etc.).

### H.2 Financial Support

SCCO shall provide financial support to the Committee within the confines of the SCCO 1995/96 transition budget, as ratified by the SCCO Board of Directors.

#### **E. 4 Stakeholders:**

In recognition of the fact that no Committee composition can be representative of the diverse and large cultural community, it is acknowledged that the Committee will undertake stakeholder consultation as a component of its process.

#### **E. 5 Communication**

The Committee will determine a communication strategy to ensure communication with the broad cultural community.

### **F. Comportment**

Committee members shall act in a professional manner at all times, both within the context of the Committee's meetings, and in discussion with non-Committee members. Respect shall be shown at all times for the confidentiality of all discussions held within the Committee context, and among Committee members.

Once a Committee decision is reached, individual team members will not undermine that position.

Violation of comportment may result in the chair's request of replacement of representative by his or her representative group.

#### **F.1 Attendance at Meetings**

Committee members are expected to attend all meetings.

If Committee members are unable to attend, notice should be given to the Chair well in advance of the meeting. Substitutions are not allowed.

A member missing two (2) meetings who is not deemed, by majority vote of the Committee, to have just cause, will be replaced as per F.2.

#### **F.2 Vacancy**

A vacancy on the Committee shall be filled by the appropriate representative group at the earliest possible opportunity.

#### **F. 3 Remuneration and Expenses**

Membership on the Committee is voluntary. Committee members shall be reimbursed using the SCCO-rated structure for accommodation, travel and meal costs upon submission of appropriate vouchers.

#### **F.4 Quorum**

75% of the full voting membership of the Committee constitutes a quorum.

#### **2) There is strength in common purpose.**

SaskCulture and its members will:

- be a cohesive force for the cultural community, from which the community will draw strength
- provide leadership by which the community can collectively advocate for culture
- value co-operation and partnerships between cultural organizations, and both the public and private sectors.

#### **3) SaskCulture will be representative of and responsive to Saskatchewan people.**

SaskCulture and its members will:

- value autonomy and unique purpose of the members of the cultural community
- value excellence, efficiency and effectiveness in program and service delivery
- value volunteers and their involvement and contributions to the cultural community
- value accessibility, inclusiveness, equal opportunity and democratic processes
- value and respect the ethnic and cultural diversity of the people of Saskatchewan.

### **Membership in SaskCulture**

The membership will be open and inclusive of all cultural organizations, groups and individuals based in Saskatchewan. The new organization will be directed by and representative of the entire cultural community. The SaskCulture Board of Directors will approve membership based on agreement with the vision, mission, principles and values of the organization.

The primary purpose of membership in SaskCulture is to influence, in a united manner, the future direction of cultural activity in Saskatchewan. All members, whether voting or non-voting, are entitled to receive service-related benefits and will have the opportunity to participate in the future development of SaskCulture

as it evolves over time. However, the issue of membership is clearly separate from the issue of funding. Members cannot expect to receive funding as a result of membership.

#### **Voting Membership**

Voting members will include: cultural non-profit corporations; legislated cultural agencies; and, registered cultural corporations and cooperatives.

#### **Associate Membership**

Associate, non-voting members will include individuals, partnerships, non-registered associations, and any other group that wishes to become a member. Associate members can expect to receive such service-related benefits as group rates on insurance programs for directors and officers, staff benefits programs, assistance with technological development (including access to the Internet), orientation and facilitation workshops on systemic issues, etc.

### **Governance**

An elected Board will be the ultimate authority for SaskCulture, a member-based non-profit corporation. The Board will be accountable to the membership.

#### **General criteria for Board nominees:**

Board nominees will:

- agree to abide by the code of ethics and conflict of interest policies of SaskCulture
- have demonstrated knowledge and acceptance of the vision, mission, principles and values of SaskCulture
- have demonstrated community involvement in a leadership capacity
- have demonstrated experience and knowledge of culture
- have demonstrated knowledge and respect for the ethnic and cultural diversity of the province
- be prepared to participate fully as a member of the Board by attending Board meetings, orientations, annual general meetings, liaison activities, committee meetings, etc.
- have demonstrated knowledge of the diversity of the cultural community.

The Minister of Saskatchewan Municipal Government affirms the leadership role of SCCO in the establishment of SaskCulture. (Presentation of Responding to the Community: Proposals for Cultural Development, January 28, 1995)

Thus, this will be an ad hoc Committee of SCCO, with representation from cultural agencies and communities of interest that include but are not limited to SCCO's current membership.

### **E. Composition**

#### **E.1 Committee Composition:**

The Committee will be chaired by the President of the SCCO, and consists of:

- Chairperson of the Saskatchewan Arts Board
- Vice-President of the Saskatchewan Council of Cultural Organizations (to August 22, 1996)
- Past-President of the Saskatchewan Council of Cultural Organizations (after August 22, 1996)
- Elected representative of the arts sector
- Elected representative of the heritage sector
- Elected representative of the multicultural/intercultural sector
- A representative of the First Nations of Saskatchewan
- A representative of the Métis Nations of Saskatchewan

Ex-officio, non-voting members of the Committee include:

- Associate Deputy Minister of Department of Municipal Government (or designate);
- General Manager of SCCO

#### **E. 2 Advisors:**

The Committee, in its discretion by majority vote, may request the assistance of parties outside the Committee to assist it in its task.

#### **E. 3 Representation:**

Although Committee members come to the table from various communities of interest, bringing the unique perspective of each to the discussion, it is acknowledged that each Committee member will work in the interests of the entire cultural community at all times.



## Appendix A: SaskCulture Transition Committee Terms Of Reference

(Revised - August 1996)

### A. Name

The Committee is known as the SaskCulture Transition Committee, herein referred to as "the Committee".

### B. Context

Different concepts of SaskCulture have been presented within the context of the restructuring effort of the Saskatchewan cultural community which began in 1991, including reports issued by two restructuring Committees: the Steering Committee for the Restructuring of the Cultural Division of Saskatchewan Lotteries Trust Fund (1991-92); and, the Ad Hoc Cultural Restructuring Committee (1992-93). In its discussion paper released in January of 1995, Saskatchewan Municipal Government presented suggestions for SaskCulture as one of seven steps that constituted a cultural strategy.

### C. Purpose

The Committee will:

- establish a draft constitutional framework for a SaskCulture;
- prepare a preliminary strategic proposal for the creation of SaskCulture;
- prepare a terms of reference for an independent third-party cost and effectiveness analysis of SaskCulture.

### D. Authority

The Committee has been established under the authority of the Saskatchewan Council of Cultural Organizations (SCCO), pursuant to the following motions passed by the SCCO membership:

*Be it resolved that the SCCO Board, in consultation with the other stakeholders in the cultural community, review its constitution with a view to restructure SCCO as SaskCulture; and further that the SCCO Board report its recommendations regarding any constitutional change to the SCCO membership for ratification; and further that the SCCO Board continue its leadership role in the wider cultural community by completing this process in a timely manner. (passed November 1993, pursuant to the release of the Ad Hoc Restructuring Committee's report Cultural Renaissance, and the SCCO Fall 1993 General Membership Meeting )*

*To affirm SCCO in its course to exercise leadership and vision in the creation of SaskCulture as a body inclusive of the Saskatchewan cultural community, building on commonalities, enabling interconnectedness and unity and empowering all individuals and organizations that comprise it. (SCCO AGM, May 1995)*

## Board Composition

### President

- non-voting
- must have served at least one term as a director of SaskCulture
- can serve only one two-year term as president of SaskCulture
- elected by the full membership

### Past President

- non-voting
- chairs the Nominating Committee

### 10 Board Members

- one from First Nations
- one from Métis Nations
- two from cultural industries
- two from heritage
- two from the arts (one of which will be the appointee of the Saskatchewan Arts Board <sup>1</sup>)
- two from multiculturalism.

### Board of Directors:

- cannot serve more than six consecutive years in any capacity (excluding Past President)
- are eligible to run again after a break of one term (two years)
- are elected by the full membership, except where appointed by agencies serving a community of interest

<sup>1</sup> It should be noted that the Saskatchewan Arts Board legislation or any other legislation specific to the communities of interest shall not be compromised by the terms of the lottery agreement, and that the Saskatchewan Arts Board retain autonomy in determining its distribution decisions. Similar arrangements will be negotiated with other legislated and non-legislated agencies and foundations representative of communities of interest as needed. The committee discussed the desirability of SaskCulture Board members being nominated to these Boards in reciprocal arrangements.

**Board Continued...**

The Board will elect its own officers from among its number (e.g., Vice-President). Terms will be staggered, so that four or five are vacant each year, and every other year the president is up for re-election.

In addition to general criteria for Board members, there will be specific criteria developed for Board nominees from each category: First Nations, Métis Nations, multiculturalism, heritage, arts and cultural industries. Such criteria shall be developed in consultation with these communities.

**Elections**

Elections will be held to elect new positions to the Board at the annual general meeting. Nominations for each category of Board membership will be sought by a Nominations Committee, chaired by the past president and consisting of two other Board members who are not running for re-election in the applicable term. After a public call for nominations and consultation with the communities of interest, the Nominations Committee will put together a slate of nominees (exceeding the number of positions available in each category) who fit both the general criteria, as well as the specific criteria developed in consultation with the applicable community of interest. All voting members of SaskCulture, present at the annual general meeting, will vote for each vacancy on the Board of Directors.

**Constitutional Change**

To effect constitutional change, 2/3 of the voting membership present at a general membership meeting must vote in favour of the resolution. In addition, 2/3 of each community of interest (First Nations, Métis Nations, multiculturalism, heritage, arts and cultural industries) present at the meeting, must vote in favour of the resolution. For bylaw changes, a majority of the membership present at the meeting must be in favour, as well as a majority of each community of interest present at the meeting.

**Funding**

SaskCulture's own operational funding will be a combination of funding from lotteries and revenue generated through service provision to the community. SaskCulture will assume SCCO's current role as the global organization responsible for culture in the Saskatchewan Lotteries Trust Fund. Consequently, the Board of SaskCulture will determine the annual spending plan for the cultural section of the Trust, which includes allocation decisions surrounding funding. The spending plan will be created in the context of all public monies received by the communities of interest. A community of interest may determine its own distribution/adjudication mechanism, or it may utilize mechanisms provided by

SaskCulture. All such mechanisms must satisfy accountability requirements of SaskCulture.

As the cultural global organization, SaskCulture will also:

- represent the interests of culture in discussions with the other two global organizations involved in the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation: Sask Sport Inc., and Saskatchewan Parks and Recreation Association
- contribute to the formation of Trust policy
- create policy to guide the allocation and distribution of funds in the cultural section
- provide mechanisms for adjudication of funds as necessary
- name one representative to the Trust Committee (a standing committee of the Sask Sport Board which has overall responsibility for the Saskatchewan Lotteries Trust Fund).

**Conclusion**

The time available for the Committee to conclude its task did not allow it to address the preliminary strategic proposal for the creation of SaskCulture, and a terms of reference for a cost and effectiveness analysis. The Committee affirms the necessity for these two important matters to be undertaken, and encourages the Saskatchewan Council of Cultural Organizations Board of Directors to do so.

**MOTION:** To submit this report as the findings of the SaskCulture Transition Committee to the Board of the Saskatchewan Council of Cultural Organizations.

**CARRIED** – February 18, 1997

Cheryl Bauer Hyde  
Wilf Blondeau  
Adrian Boyko  
Cheryl Kloppenburg

Andrew Oko  
Blair Stonechild  
Peter Wyant