

**Saskatchewan Lotteries Trust Fund
For Sport, Culture and Recreation**

Culture Section
Handbook

**Annual Global Funding
for Provincial Cultural Organizations**

**Revised
February 2004**



CULTURE BUILDS COMMUNITY



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TERMS AND ABBREVIATIONS

AGF	Annual Global Funding
CAC	Cultural Advisory Committee
CSH	Culture Section Handbook
CST	Culture Section of the Trust
CTM	Cultural Trust Manager
FY	Fiscal Year
GC	Grants Coordinator
LSRC	Lottery Strategic Review Committee
MFO	Member Funded Organization
NRCC	Northern Recreation Coordinating Committee
PCO	Provincial Cultural Organization
SAB	Saskatchewan Arts Board
SLCGP	Saskatchewan Lotteries Community Grant Program
SLTF	Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, also referred to as: <ul style="list-style-type: none">▪ Saskatchewan Lotteries Trust Fund▪ the Trust Fund▪ the Trust
SPRA	Saskatchewan Parks and Recreation Association
SSI	Sask Sport Inc.
WCLC	Western Canada Lottery Corporation

INTRODUCTION

PURPOSE OF THE CULTURE SECTION HANDBOOK

The Culture Section Handbook (CSH) is provided by SaskCulture Inc. in order to assist Provincial Cultural Organizations (PCOs) that have been authorized by the Minister Responsible for Lotteries as eligible recipients of lottery funds in Saskatchewan, through the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation.

The Handbook provides background information on structure, eligibility requirements, and the various policies and procedures that apply to organizations receiving support from the Trust. It also contains essential information on how to apply and account for funds within the culture section.

This Handbook will:

- help you understand Saskatchewan Lotteries Trust Fund and the roles of SaskCulture and eligible organizations in the lottery delivery system;
- provide PCOs with essential information for accessing global grants within the lottery system;
- emphasize importance of accountability and how the processes to ensure accountability are carried out;
- provide information on where help can be found; and
- provide PCOs with a clear understanding of how each organization can meet its obligations as a beneficiary of the Saskatchewan Lotteries Trust Fund.

BACKGROUND

The initial Culture Section Handbook (CSH) was distributed in April 1994. Within a few months of its distribution much of its content was outdated as Trust resources became more limited and changes such as the elimination of the Special Project Funding were implemented. Since that time a number of policy and procedural changes have also been implemented to meet the changing requirements placed on the lottery-funded system as well as to improve upon the effectiveness and efficiency of the system. Significant changes were introduced in 1998 when SaskCulture's Cultural Policy was introduced. This most recent edition of the handbook includes adjustments to reflect the

new relationship with the Saskatchewan Arts Board in supporting the delivery of the Arts Component of the Annual Global Funding Program.

The Culture Section Handbook has been revised to focus on the elements of the Annual Global Funding Program that are relevant to all PCOs.

DISTRIBUTION

Please remove the old contents from your Trust Handbook binder and insert the new copy and cover. PCOs may request a second copy of the CSH to loan out to volunteer directors. We recommend that you keep your CSH Binder in clear view in your office in the event that another person needs to access this information in your absence.

ABOUT SASKCULTURE INC.

SaskCulture Inc. provides a voice for culture in Saskatchewan. A community-driven organization, SaskCulture works to build a culturally vibrant province, where all citizens celebrate, value and participate in a rich cultural life.

SaskCulture membership includes over 100 cultural organizations involved in arts, cultural industries, heritage and multiculturalism.

SaskCulture works in partnership with Sask Sport Inc. and Saskatchewan Parks and Recreation Association to operate the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. SaskCulture serves as Trustee for the Culture Section of the Trust Fund, which supports a large number of cultural programs and services that are delivered by a variety of cultural organizations throughout Saskatchewan communities.

SaskCulture is governed by a volunteer Board of Directors. As determined by the Board, the end results which guide the organization are:

- ◆ A strong, thriving, cohesive cultural community
- ◆ Saskatchewan people who value and support culture
- ◆ Saskatchewan people who are strengthened by cultural diversity
- ◆ A public engaged in cultural experience

For more information on SaskCulture Inc. see: SaskCulture Web site: www.saskculture.sk.ca

OTHER RESOURCES

The SaskCulture Inc. Handbook for Member Organizations - a complementary resource that is available to all SaskCulture members. It includes general information to assist the effectiveness of cultural organizations as well as more information on SaskCulture Inc. Each PCO is provided with one copy of this handbook. Extra copies may be purchased or may be accessed on the SaskCulture web site.

SaskCulture Inc. Membership Directory – A booklet that includes contact information on all SaskCulture Inc. voting members, including Provincial Cultural Organizations.

Resource Centre for Sport, Culture and Recreation

Offers fast access to books, videos, etc. in areas of sport, culture and recreation, non-profit and volunteer management, communications, and fundraising. Borrow as many as 10 books and 4 videos for up to 3 weeks. Renew or reserve items in person, by phone, by fax, or by e-mail. Request booklists on your favorite subjects. Receive books and videos by mail, at no cost. Browse the on-line catalogue anytime. The Resource Centre is a division of the Saskatchewan Parks and Recreation Association.

Phone: 306-780-9411 / 9206

Toll Free: 1-800-563-2555

Fax: 306-780-9257

E-mail: sprarc.spra@accesscomm.ca

Administration Centre

The Administration Centres for Sport, Culture and Recreation (located in Regina and Saskatoon) provide convenient, quality office space, administrative services and other common support services, at the lowest possible cost to assist in increasing the efficiency and effectiveness of volunteer non-profit organizations in sport, culture and recreation. Office space includes storage, boardroom, facilities and parking. Services include AV equipment (in boardrooms), fax, photocopiers, computer support, payroll, desktop publishing and printing, mail (including publication mail), accounting, reception.

Phone: (306) 780-9308

Email: sasksport@sasksport.sk.ca

**For more information on the Culture Section Handbook and the Annual Global Funding
Program contact:**

Jon-Paul Suwala

Acting Funding Manager

Phone: 306-780-9436

Email: jp.suwala@saskculture.sk.ca

SECTION 1: THE LOTTERY SYSTEM

OVERVIEW

Saskatchewan's lottery system is built on a complementary relationship that exists between government and the volunteer-driven non-profit sport, culture and recreation communities. This relationship is facilitated through the Lottery Strategic Review Committee (LSRC), involving the Department of Culture, Youth and Recreation, Sask Sport Inc. (SSI), SaskCulture Inc., and the Saskatchewan Parks and Recreation Association (SPRA). The committee is the on-going mechanism for reporting through the Minister of Culture, Youth and Recreation to the provincial government on matters concerning lotteries.

Under the existing legislation, the Minister is accountable to the Legislative Assembly for the stewardship of the lottery system. This role is fulfilled by ensuring appropriate legislation and agreements are in place, providing policy and funding guidance for the disbursement and use of lottery proceeds, identifying a provincial marketing organization, determining eligibility, and monitoring the system.

The Department of Culture, Youth and Recreation operates in a regulatory capacity to ensure legislation and regulations concerning lotteries are adhered to by organizations designated by the Minister responsible for Lotteries as eligible recipients of lottery proceeds in Saskatchewan.

In 1974, the legislative assembly enacted the Interprovincial Lotteries Act legalizing the management and conduct of lottery schemes in the Province of Saskatchewan for sport, culture and recreation activities. The original legislation has now been replaced by the Interprovincial Lotteries Act (1984). In the Act, the Legislative Assembly authorizes the Minister responsible for the Interprovincial Lotteries Act to:

- enter into agreements with other provinces to conduct and manage a lottery scheme in Saskatchewan;
- issue a license to a non-profit organization (currently Western Canada Lottery Corporation [WCLC]), authorizing that non-profit organization to conduct and manage a lottery scheme on behalf of the government;
- designate a Saskatchewan non-profit organization [currently Sask Sport Inc. (SSI)] to act as the marketing organization for the lottery scheme; and

- The legislative assembly further authorizes the enactment of regulations to distribute the profits received from the conduct of the lottery scheme among eligible, qualifying organizations.

These regulations provide that the Saskatchewan non-profit organization, designated by the Minister under the Act, is to credit to a trust account the net profits of a lottery scheme and to distribute them to eligible organizations that have as their objectives the promotion of sport, culture and recreation, or other charitable or benevolent purposes. In 1974 Sask Sport Inc. was designated as the marketing organization and provided Saskatchewan's share of the initial capital required to establish the WCLC.

SASKATCHEWAN LOTTERIES TRUST FUND FOR SPORT, CULTURE AND RECREATION

Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation (Trust) was established in 1974 by Sask Sport Inc., pursuant to the Inter-provincial Lotteries Act (1974), for the purpose of granting funds to eligible, non-profit volunteer organizations in the areas of sport, culture and recreation.

Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation receives its money from the sale of lottery tickets in Saskatchewan. The Trust exists to distribute and account for lottery funds provided to eligible sport, culture and recreation organizations, in a manner that provides maximum benefits to the beneficiaries and the public.

THE TRUST COMMITTEE

The Trust Committee's purpose is over-all responsibility for the Trust. The Committee is made up of the Vice-President Trust (Chairperson) and one (1) representative designated by each of SaskCulture Inc., Saskatchewan Parks and Recreation Association (SPRA) and Sask Sport Inc. (SSI). Each representative has one (1) vote.

Trust Committee Duties and Responsibilities

- to ensure that approved standard operating policies and procedures of the Trust are adhered to;
- to make recommendations on standard operating policies of the Trust to the SSI Board of Directors;
- to develop the short and long range plans of the Trust;

- to review the Trust budget and financial statements and recommend approval to the SSI Board;
- to receive grant minutes from SSI, SaskCulture, SPRA and the Saskatchewan Lotteries Community Grant Program (SLCGP) Committee;
- to ensure appropriate records of grants and Trust meetings are kept; and
- to ensure requirements detailed in the lottery agreement as it relates to the Trust are adhered to.

ROLE OF THE GLOBAL ORGANIZATIONS

Sask Sport Inc., Saskatchewan Parks and Recreation Association and SaskCulture Inc., as the global partners, have responsibility for managing their respective sections of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. This includes the following responsibilities:

Governance

- to represent the needs of their respective sections to the other two globals in determining the sectional allocation of lottery funds;
- to develop and implement adjudication guidelines and mechanisms for their respective sections;
- to establish and monitor policy to guide the distribution of funds within their respective sections;
- to develop, implement and evaluate a spending plan for their respective sections on an annual basis;
- to name one (1) representative to serve on the Trust Committee and two (2) representatives to serve on the Community Grant Program Committee; and
- to contribute to the development of Trust policy.

Operations

- to inform respective eligible groups of approved Trust policies and procedures and to ensure adherence;
- to receive and adjudicate grant applications and ensure that funds applied for are in accordance with the Trust and global guidelines/criteria for application;
- to prepare grant application analysis to assist distribution decisions;
- to review grant follow-ups to ensure that they meet the approved global and Trust requirements;
- to contact their respective eligible groups for additional information required / requested for inclusion with grant applications and follow-up reports;
- to inform beneficiary groups of grant decisions in a timely manner;
- to ensure the promotion of Saskatchewan Lotteries to, and by, beneficiary groups;

- to provide records of distribution decisions and requests for payments to the Trust office in a timely manner;
- to review requests for eligibility and provide recommendations to the Minister;
- to be responsible for the expense to operate their respective sections; and
- to forward complete grant applications, follow-ups and correspondence relevant to grants to the Trust office in a timely manner.

CULTURE SECTION OF THE TRUST

As trustee for the Culture Section of the Trust (CST) SaskCulture Inc. is responsible for establishing mechanisms for the distribution and accountability of the Trust funds. Organizations funded through the culture section must meet the general Trust requirements as well as the culture specific requirements of SaskCulture's cultural policy.

How the Funds within the Culture Section get distributed:

The SaskCulture Board has overall responsibility for the development of the spending plan for the culture section. The Board sets the broad policy framework for blocks of funding and determines the amount of funding to be allocated to each funding block annually. This work is done by the Board between January and April of each year.

The largest block of the funds available to the Culture Section of the Trust is distributed to eligible Provincial Cultural Organizations (PCOs) through the Annual Global Funding program.

SECTION 2: ELIGIBILITY

PRINCIPLES OF ELIGIBILITY

Eligibility for funding from Saskatchewan Lotteries Trust Fund entails commitment to the principles that characterize the Sport, Culture and Recreation system in Saskatchewan, including:

Quality of Life:

That the system promotes healthy lifestyles and contributes to the quality of life throughout Saskatchewan by strengthening and enhancing the role and involvement of all organizations in grass-root development.

Accessibility:

That universal accessibility to sport, culture and recreation activities at various skills levels be ensured through:

- Reasonable access to participate in a chosen activity regardless of age, gender, physical or mental disability, geographic location, socio-economic status or skill level, race and ethnic background.
- Targeting human and financial resources to support the clubs, groups and agencies who provide services at the local level in a simple, direct, and equitable manner.
- Proactive promotion, reaching out to the broader community, making people aware of programs and services offered by your organization.

Volunteerism:

That the sport, culture and recreation system be volunteer-based and membership-driven through:

- Policies, services, competitions, and events that reflect the wishes of the membership.
- Representation on the decision-making authority which reflects the type and geographic location of the members.
- Supporting and maintaining volunteers who are essential components of a successful sport, culture and recreation system.
- Funding programs and financial support that reflect the identified needs and capabilities of individual members or groups of members
- An appropriate financial balance between grant support and self-help financial resources.

Cooperation:

That the system be efficient and effective through cooperative actions and coordinated activities.

Partnership:

That the system be a composite of shared responsibility among government at all levels, education systems, membership and the private sector.

Accountability:

That the system be accountable, as stewards of lottery proceeds, to government and to the communities it serves.

ELIGIBILITY CRITERIA

The organizations eligible for grants from the Trust are those recognized by the Minister responsible for the Interprovincial Lotteries Act and listed on the "Eligibility List". *See section 9 for a complete list of eligible organizations.*

Eligibility criteria consists of general criteria common for all applicants whether sport, culture or recreation, as well as section specific criteria. The culture specific eligibility criteria is included with SaskCulture's cultural policy. The general eligibility criteria are determined by the three global organizations in conjunction with the Department of Culture, Youth and Recreation.

General eligibility policies and procedures are provided below. SaskCulture includes the Saskatchewan Arts Board in the eligibility review processes for arts organizations.

General Criteria for Receiving Eligibility Status

To become eligible the applicant shall:

1. Be volunteer-based, i.e. an organization whose membership and executive and/or board of directors is comprised of member organizations and/or individuals who join the organization to work towards the growth and development of its activity primarily at the volunteer level.
2. Be incorporated under either:
 - a) the Non-Profit Corporations Act of Saskatchewan; or
 - b) some other legislative authority and be eligible for incorporation under the Non-Profit Corporations Act.

And have been both incorporated and continuously active for a period of at least two full years preceding the date of application.

3. Be provincial in scope, that is:
 - a) have goals and objectives which adhere to provincial responsibilities;
 - b) have programs and services that are clearly directed towards the fulfillment of the organizational mandate and which are available throughout the province; and
 - c) have a provincial network consisting of members or member organizations in at least five of the nine zones set out in the attached map (section 10); or such other suitable indicators of provincial scope as directed by the nature of the activity.
4. Not duplicate the representation, mandate, governance, programs or services currently provided by another eligible organization and as such only one provincial organization will be included on the eligibility list when similar disciplines can feasibly amalgamate and/or federate.
5. Have a membership structure and/or program policy which promotes and provides universal access and participation.
6. Demonstrate sound financial and organizational controls, policies and management.
7. Offer membership, participation, programs and services, that are not exclusive to a particular religious or political sect.

An exception to the General Criteria may be made if an organization offers a unique program or activity of provincial significance.

Eligibility Application Process

Eligibility application forms and guidelines are available from the SaskCulture Inc. office.

Eligibility deadlines are March 15th and September 15th annually.

Eligibility applications from cultural organizations are initially reviewed by SaskCulture and then referred to the Lottery Strategic Review Committee (LSRC) for consideration. Final decisions are made by the Minister. SaskCulture includes the Saskatchewan Arts Board in the eligibility review processes for arts organizations.

Conditions an Organization Must Meet to Maintain Eligibility Status

1. Acknowledge and publicly recognize, in accordance with Saskatchewan Lotteries graphics and other standards, that the support received from the Saskatchewan Lotteries Trust Fund is derived from the proceeds from the sale of lottery tickets in Saskatchewan.

2. Continue to meet all criteria and submit to the Trust all required reports and documentation regarding the use of Trust funds. Each eligible organization will be monitored on an ongoing basis by the respective global organization.
3. If an organization does not apply for funding in any one Trust fiscal year, it will be reviewed by the respective global organization to determine if the organization should continue to be eligible.
4. Any eligible organization, which changes its original mandate and/or objectives, may be subject to a review of its eligibility status. Such changes must be filed with the respective global organization and the Trust.
5. Carry insurance, which adequately protects the volunteers, employees and the organization against crippling tort action in the following areas and amounts:
 - comprehensive liability - third party coverage in the amount of at least \$2,000,000;
 - participants' liability - second party coverage in the amount of at least \$2,000,000;
 - directors and officers liability including wrongful dismissal in the amount of at least \$1,000,000; and
 - employee and directors bonding in the amount of at least \$100,000 (minimally including all employees and directors who have signing authority or who handle a significant amount of an organization's funds).
6. House its operations in the Administration Centers for Sport, Culture and Recreation should appropriate space be available.
7. Once an eligible organization receives Trust funds, it must permit the Trust to conduct an independent audit of the organization should the Trust deem necessary.
8. Recognize the necessity to serve similar organizations, such that, if another organization applies for eligibility status with similar representation, mandate, governance, programs and services, the current eligible organization must be willing, when/where feasible, to amalgamate and/or federate with another organization.
9. Failure of an eligible organization to meet the general and specific criteria on an ongoing basis may result in the initiation of the removal process.

Policy and Procedure for Reviewing the Status of an Eligible Organization

1. If an eligible organization does not comply with the general, specific, or maintenance criteria, it is the responsibility of the respective global organization to contact the organization in question describing, in writing, the areas of non-compliance.
2. The eligible organization has ninety (90) days to respond to the respective global, in writing, and to review the issue(s) in a meeting with the global organization. The eligible organization

and the respective global will work together and have up to one funding cycle (ie. one year) to resolve the issue(s).

3. If the issue(s) are not resolved, a meeting will take place with the global organization, the appropriate government Department, the Trust, and the eligible organization in question. At this time, the problem and alternative solutions will be discussed and specified in writing. The organizations shall have up to one year (or another funding cycle) to rectify the problems identified at this meeting.
4. If problems regarding eligibility cannot be resolved at this stage, the organization will be informed in writing, that the matter will be placed on the agenda for the next semi-annual Eligibility Review meeting. A recommendation from this meeting shall then be forwarded to the Minister in charge.
5. Decisions of the Minister are final.
6. If the final decision is for removal from the eligibility list, the organization will be notified in writing. Copies of the letter shall be sent to the respective global organization and to the Trust.
7. Utilizing the regular application process, an organization may reapply for eligibility status after twelve (12) months has elapsed from the time the organization was removed from the list. Such applications must demonstrate that the organization has made adjustments with regard to previously identified problems.

Process for Monitoring Eligibility in the Culture Section

PCOs are monitored by SaskCulture Inc. to ensure the above conditions of eligibility status are being maintained. This is done annually through the Follow-Up Report process. The CAC or the SAB, through the review of the PCO's annual global funding application, may also identify eligibility concerns. SaskCulture includes the Saskatchewan Arts Board in the eligibility review process of arts PCOs. The process for dealing with eligibility concerns within the Cultural Section is as follows:

1. The PCO is informed by SaskCulture or the Saskatchewan Arts Board if there is an eligibility concern. If the PCO does not or can not rectify this concern, the SaskCulture General Manager will be informed.
2. The SaskCulture General Manager may refer an eligibility concern to the SaskCulture Board with a recommendation that an eligibility review be considered.
3. The SaskCulture Board determines the need for an eligibility review and refers the matter to the SaskCulture Eligibility Committee. The PCO is informed that an eligibility review will be

- conducted. In the case of arts PCOs, the SAB is included on the SaskCulture Eligibility Committee.
4. The SaskCulture Eligibility Committee conducts the review in accordance with Trust policy. The intent of the review process is to determine the capacity of the PCO to continue as an eligible provincial cultural organization. There is opportunity throughout the process to identify and address the challenges facing the PCO in meeting eligibility requirements.
 5. The Eligibility Committee makes recommendations to the SaskCulture Board.
 6. The SaskCulture Board ratifies recommendations and takes appropriate action. This may involve following the policies and procedures identified by the full Trust for the removal of eligibility status.

CULTURE SECTION CRITERIA

In order for an organization to be eligible for funding from the culture section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation the general eligibility criteria plus the culture section criteria need to be met. The culture section criteria is included in SaskCulture's Cultural Policy. The cultural policy is developed by the SaskCulture Board in consultation with members. SaskCulture's Cultural Policy defines culture, cultural activity and culture in Saskatchewan and the role of SaskCulture and SaskCulture members in advancing culture in Saskatchewan. The policy also includes a set of criteria and performance indicators to evaluate the effectiveness of SaskCulture and other cultural organizations supported by the Culture Section of the Trust. The adjudication process of the CAC and the SAB for Annual Global Funding are based on the criteria and performance indicators from this policy.

**NOTE: A copy of the full SaskCulture Cultural Policy is included as Section 7.
The policy was revised and approved by the SaskCulture Board in December 7, 2003.**

There are three main criteria areas in the cultural policy:

- I. Cultural Impact;
- II. Participation through Access and Service; and
- III. Organizational Effectiveness.

The criteria are intended to be general statements on areas of desired results / impact that could apply to all cultural organizations. Key performance indicators will be identified for each of these

criteria areas. These will be the main indicators SaskCulture will use to monitor the overall impact of the Culture Section of the Trust.

SaskCulture and the SAB have designed performance assessment tools for PCO Annual Global Funding based on these main cultural performance criteria. See Section 4 for assessment procedures specific to either CAC or SAB.

The criteria used for Participation and Access and Organizational Effectiveness have been in use for PCO funding assessment since 1998. The first draft cultural impact criteria was used by the CAC adjudicated PCOs starting in the 2000/01 grant year. In the spring of 2002 the SaskCulture Board developed the cultural impact criteria further and this has been included in the Culture Section Handbook since 2002. This criteria was approved by the SaskCulture Board in 2003 and is now in effect for all PCOs. The assessment of all PCOs includes consideration of the following PCO's cultural impact:

Culture Section Performance Criteria

1. Cultural Impact

1.1 Unique and relevant contribution to culture

- The organization has a unique cultural mandate and makes a unique contribution to the whole of Saskatchewan culture.
- The organization works with other organizations within the cultural sector and in complementary sectors to further cultural development.
- The organization has a focus on the future and actively works to keep relevant to the people of Saskatchewan.

1.2 Development of Culture in Saskatchewan

- The organization works to facilitate and expand meaningful cultural experiences and the development of cultural products.
- The organization contributes to the continuum of cultural development in Saskatchewan through the development of cultural activities and practitioners, avocational and vocational.

1.3 Increased recognition of the value of culture

- The organization generates and builds on the demand for cultural experiences by contributing to the development of enthusiastic and knowledgeable participants and audiences.

- The organization works to expand support for culture through advancing understanding and appreciation of culture.

1.4 Recognition of Diversity

- The organization is inclusive of, and represents the diversity of, Saskatchewan people.
- The organization contributes to the diversity of Saskatchewan cultural perspectives, knowledge, practices and products.

2. Participation through Access and Service

The organization engages in cultural activities, vocational and/or avocational, which generate and enable participation by Saskatchewan citizens in beneficial cultural activity through access and service. The organization actively strives to provide support to those who experience barriers to access and participation in cultural activities.

2.1 Participation

- The organization offers and/or enables participatory cultural experiences that are relevant and of quality. The participation in cultural activity fosters ownership, commitment, personal growth and an enhanced sense of community in individuals.

2.2 Access

- The organization provides and/or encourages many avenues of cultural access to the people of Saskatchewan, regardless of age, gender, race, special need, or geographical barrier.

2.3 Service

- The organization provides service to their members in terms of representation, advocacy, resources, professional development, and training. This service encourages cultural workers to associate with each other to further the development of their discipline or their personal development within that discipline.

3. Organizational Effectiveness

The organization has a clear sense of its mandate and its contribution to the cultural community as a whole. The organization demonstrates commitment to organizational effectiveness through leadership, effective governance and organizational efficiency as well as volunteer and community involvement.

3.1 Leadership

- The organization demonstrates the development and nurturing of appropriate leadership models.

3.2 Effective Governance

- The organization assures the development and implementation of internal structures, policies and procedures which best achieve the mandate of the organization.

3.3 Organizational Efficiency

- The organization achieves results through effective planning and evaluation processes, and the efficient use of resources.

3.4 Volunteer and Community Involvement

- The organization demonstrates commitment to volunteer and community involvement.

SECTION 3: PCO ANNUAL GLOBAL FUNDING PROGRAM

OVERVIEW

The culture section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation has had Annual Global Funding (AGF) in place as its main funding program since 1984.

AGF is a yearly operational grant which provides Provincial Cultural Organizations with a broad base of financial assistance, while allowing a high degree of freedom as to how funding is spent. The flexibility of this grant program has been instrumental in fostering the growth of thirty (30) very diverse PCOs.

PCOs offer a range of programs and services and direct lottery funds to community organizations and initiatives throughout the province. Many PCOs also carry out a stewardship role for the allocation of Trust funds to community organizations. Some of the PCOs allocate lottery funds to member organizations within their respective disciplines. These programs are referred to as Member Funding programs. PCOs administer lottery grants to over 400 community groups each year.

AGF supports a tremendous infrastructure that empowers Saskatchewan's volunteer driven cultural community to deliver a wide selection of activities throughout the province. AGF finances the base of operations that has enabled many PCOs to leverage additional grant and corporate funds. AGF also supports the continued stability of PCO operations which enables successful long term programs and partnerships. As part of the lottery delivery system, many PCOs have established linkages with other lottery delivery partners such as Regional Recreation Associations, Tribal Councils and the Northern Recreation Coordinating Committee (NRCC) to enhance the scope and impact of their work. (see Section 11 for contact information)

PCOs are adjudicated in one of two ways:

1. by SaskCulture's Cultural Advisory Committee (CAC), which is an elected group of eight peers from the community; or
2. by the Saskatchewan Arts Board through a peer adjudication process.

PCOs with Arts mandates have the option of being reviewed either through the CAC or the SAB system.

Modifications to the application guidelines and procedures have been made by SaskCulture and SAB respectively to accommodate the program delivery within the operations of each organization and to best serve the PCOs applying for annual global funding.

ELIGIBLE PROVINCIAL CULTURAL ORGANIZATIONS

Following is a list of eligible organizations for the culture section of Sask Lotteries Trust Fund for Sport, Culture and Recreation.

Adjudicated by the Saskatchewan Arts Board:

- CARFAC – Sask Visual Artists
- Organization of Saskatchewan Arts Councils
- Saskatchewan Band Association
- Saskatchewan Craft Council
- Saskatchewan Drama Association
- Saskatchewan Music Educators Association
- Saskatchewan Music Festival Association
- Saskatchewan Orchestral Association
- Saskatchewan Writers Guild

Adjudicated by SaskCulture’s Cultural Advisory Committee:

- Dance Saskatchewan Incorporated
- Conseil culturel fransaskois
- Multicultural Council of Saskatchewan
- Museums Association of Saskatchewan
- Nature Saskatchewan
- Saskatchewan Archaeological Society
- Saskatchewan Architectural Heritage Society
- Saskatchewan Choral Federation
- Saskatchewan Cultural Exchange Society
- Saskatchewan Elocution and Debate Association
- Saskatchewan Genealogical Society Inc.
- Saskatchewan German Council

- Saskatchewan History & Folklore Society
- Saskatchewan Library Association
- Saskatchewan Motion Picture Association
- Saskatchewan Organization for Heritage Languages
- Saskatchewan Publishers Group
- Saskatchewan Recording Industry Association
- Saskatchewan Society for Education Through Art
- Theatre Saskatchewan Inc.
- Ukrainian Canadian Congress – Saskatchewan Provincial Council

TRUST GENERAL POLICIES AND PROCEDURES

The following policies and procedures are applicable across all three (3) sections of the Trust and therefore describe the framework which SaskCulture Inc. is required to operate within. Note that the PCO application and reporting guidelines differ from the general Trust guidelines in some cases.

1. Deadline Dates

Deadline dates for application to the Trust are May 15, August 15, October 15 and February 15 with some flexibility around these dates provided at the discretion of the respective global.

(Note: In the Culture Section PCOs may not apply to the August 15th deadline, and arts PCOs apply to the Saskatchewan Arts Board April 1st.)

When an application date occurs on a weekend or holiday, the application date will be considered the first business day following the application date.

2. Interim Funding

Interim funding is provided to any organization whose application date is more than six (6) months after becoming eligible for funding.

3. Carry Over/Deferral of Grant Funds

No carry over of unused grant funds is permitted. All grant funds must be used in the fiscal period for which they were approved. Funds not used or used for purposes not approved must be returned to the Trust.

The following guideline is used when processing money returns:

- for grants less than \$50,000, outstanding returns under \$25 will not be required; and
- for grants more than \$50,000, returns under \$100 will not be required.

4. Grant Approval

Grant approvals made by the global organization are considered approved when the minutes are received by the Trust Committee.

5. Payment of Grants

Approved grants are paid as follows:

- sport, culture and recreation annual funding grants are paid: one half upon approval and the remainder upon approval of the previous years follow-up report; and,
- special and categorical grants are paid at the discretion of the global.

When there is concern about an organization's ability to be accountable for Trust funds, as in the following situations:

- follow-up reports on previous grants are outstanding;
- the organization ceased to meet eligibility criteria; and
- the organization's operations are suspended.

The Trust may, in consultation with the respective global organization, withhold grant payment(s) until the specified action to rectify the situation has occurred. The organization will be notified in writing of the suspended payments.

6. Accountability

All grants awarded by the Saskatchewan Lotteries Trust Fund must be followed up within ninety (90) days of the applicant's fiscal year end, with submission of the following:

- proper follow up forms and written reports;
- audited financial statement prepared by a CA, CMA, or CGA firm (all annual funding grant programs must be followed up by an audited statement); and
- special projects and other categorical grant programs may be followed up through the submission of receipts that verify expenditures.

7. Appeal Procedure

The following appeal process is to be used for all appeals regarding grant approvals and decisions regarding money and grant returns:

Associations have until thirty (30) days from the written confirmation of their funding level to submit a written appeal to the respective global which details the reasonable grounds forming the basis of the appeal.

Reasonable Grounds - The following outlines the conditions upon which reasonable grounds must be established:

- new information that was not previously available;
- the misinterpretation of information;
- conflict of interest;
- inconsistency with policy; and
- causes/conditions beyond the control of the association.

The following conditions are not considered as reasonable grounds for an appeal:

- simple dissatisfaction;
- resolving issues or taking action after the fact; and
- negligent, careless or forgetful action.

8. Recognition of Funding

All beneficiaries of Trust Fund dollars are required to acknowledge and publicly recognize the support received from the Trust and that this support is derived from the proceeds of the sale of lottery tickets in Saskatchewan. There are a number of beneficiary items that are available to all recipients of grant funds to assist in these efforts (e.g. folders, logos, poster blanks, banners and nametags). Lottery Recognition Guidelines for Provincial Cultural Organizations are provided by SaskCulture see section 8.

9. Release of Information and Confidentiality

To develop a positive organizational profile/image through the controlled dissemination of accurate information regarding SSI and its sections. No information, except as identified below, may be released without the prior approval of the President or General Manager of SSI. The following information may be released without prior approval:

- list of participating non-profit community groups;
- list of organizations eligible for Trust grants;
- gross amounts earned by the lottery and percentage breakdowns;
- gross amounts granted by or allocated to the Trust;
- information contained in SSI's Annual Report; and
- Trust information to the President (his/her designate) of an eligible organization.

The following information is an example of what may not be released without expressed permission in advance:

- amounts paid to any participating non-profit community group;
- amounts granted to any Trust recipient*;
- any financial information contained in individual financial statements or budgets other than listed previously; and
- addresses of board and committee members, lottery beneficiary groups and SSI members.

*The Trust does not release information on grants except to the applying organization, however, if the recipient wishes to release information regarding their grant to the public or to another organization, they may do so. The Minister responsible for the Interprovincial Lotteries Act may request information regarding grants. These inquiries are to be directed to the respective global in conjunction with the General Manager or President of SSI. Any violation of the policy may result in termination of position or affiliation with SSI.

Information Flow

All dealings with the Culture Section of the Trust are conducted through SaskCulture with the following two exceptions:

- Auditor requests for AGF grant confirmations must be directed to the organization issuing the cheque. Therefore, to ensure that the auditor's confirmation is handled in as timely a manner as possible, submit the request directly to the Accounting Department, Sask Sport Inc., 1870 Lorne Street, Regina, SK S4P 2L7. If the request comes to SaskCulture Inc. or the Saskatchewan Arts Board it will be forwarded to the Trust Office but the re-routing process may slow the process by a day or two.
- If your organization changes the bank account in which its AGF payments are to be deposited, the Accounting Office at SSI, 1870 Lorne Street requires that information immediately. Forward a copy of a cancelled cheque for the new bank account, and the effective date for the changeover, to the above address. Please allow at least thirty (30)

days notice of the changeover. Once again, if the information comes to SaskCulture, it will be forwarded to SSI but will cause a delay.

Fiscal Year Changes

SaskCulture must be notified well in advance of any change in the fiscal year end of a PCO as this decision may have spending plan implications to the PCO block.

Name Changes

If a PCO changes its corporate name, a written notice of this change must be submitted from the PCO to SaskCulture with a request to have the name changed on the Minister's eligibility list.

CULTURE SECTION POLICIES AND PROCEDURES FOR PCO ANNUAL GLOBAL FUNDING

Principles of PCO Funding Assessment

Because the AGF does not have specific parameters around any area within a PCO's budget it is essential that all PCOs provide a comprehensive application that will allow meaningful assessment against the culture section performance criteria.

Each PCO must demonstrate effectiveness in the criteria areas in order to warrant funding, however the emphasis of the assessment process is to provide overall support to the organization to accomplish its cultural mandate.

Assessment is conducted by a committee of peers, arms-length from the governing boards of either SaskCulture Inc. or the SAB. The product is fair and equitable decisions for the distribution of funds from Saskatchewan Lotteries Trust Fund.

The interview process assists those conducting the assessment and also offers the opportunity for dialogue between the PCO representatives and the assessors on the PCO's performance.

The follow-up report provides essential information to demonstrate accountability and maintenance of eligibility status requirements of PCOs. The follow-up report is not used in the assessment process.

The AGF guidelines will shift from time to time to accommodate changing needs. As SaskCulture members, PCOs are consulted on the cultural policy of the culture section and on significant changes to AGF guidelines and procedures.

See section 4 for information on the specific adjudication processes of either the Cultural Advisory Committee or the Saskatchewan Arts Board.

Annual Global Funding Accountability Procedures

As Trustee for the Culture Section of the Trust, SaskCulture is responsible for the overall accountability of the funds disbursed through the Culture Section. The Annual Global Funding program is the most significant program of the Culture Section and it is important that SaskCulture have processes in place to collect the statistical data and the information on impacts that will support clear statements on the benefits of the use of these funds.

SaskCulture and the SAB work together to ensure that submission and report guidelines and procedures allow for the continued collection of this information on the AGF program from all PCOs.

This section outlines the procedures that are carried out by the Culture Section of the Trust that are common to all PCOs.

These standard submission and reporting procedures contribute to the following:

- **AGF database** - collects financial and statistical information from PCOs on an ongoing basis. This includes financial data collected through the AGF budget submission and follow-up forms, and the statistical information on PCO impacts collected through the Annual Profile Summary form which is submitted by all PCOs with their annual follow-up report. This information is used by SaskCulture in its Annual Report and in other reports and publications to demonstrate accountability to government and to other stakeholders, to increase awareness and to garner support for the benefits of culture . This data can also be used for trends monitoring. Summary information from the AGF database is available to PCOs on request.
In order to maintain the reliability of the AGF database, it is important that all PCOs use a common reporting format.
- **Cultural Profiles** – collected with the Annual Profile Summary as part of the annual follow-up report. PCOs are asked to provide examples of impacts in key advocacy areas using a form

designed for this purpose. This information is used by SaskCulture to inform advocacy campaigns and to highlight cultural impacts in various communications vehicles throughout the year.

- **Cultural Impact Statements** – PCOs are asked to provide a 1-2 page statement of cultural impact. These are used to communicate the scope and impact of PCOs in supporting culture in Saskatchewan. The cultural impact statements are a means to articulate the value and benefits of culture; the intangible aspects that are difficult to measure. Collectively these statements provide SaskCulture with a set of powerful statements on the value and impact of culture and the contributions made by PCOs to culture in our province.
- **Monitoring Information** – Information is collected with the follow-up report from all PCOs to allow SaskCulture to check that PCOs are maintaining eligibility status requirements. Information is used for internal monitoring only and advocacy purposes. It is not released except for the following outside the limits of current privacy legislation.
- **Lottery Recognition Monitoring** – In order to verify and encourage effective lottery recognition practices, SaskCulture monitors PCO follow-up reports. Lottery recognition guidelines are included in section 8.
- **Network Awareness and Engagement** – All PCOs should include SaskCulture on their organization’s mail list and participate in the SaskCulture network. Information such as newsletters, notice of special events, member bulletins etc. received from the PCO are circulated to all SaskCulture staff and provide year-round awareness of the PCO’s activities. Coupled with the information provided in submissions and follow-up reports, this material provides SaskCulture with an in depth resource of information on the scope and impact of PCOs. With the same intent, Arts PCOs should also include the Saskatchewan Arts Board on their mail list. PCOs are encouraged to pass relevant information from SaskCulture and the SAB along to their respective community members and to represent the interests and perspectives of those communities. In this way, PCOs play an important role in strengthening the cultural network.

Culture Section Procedures for all PCOs

1. Submission Procedures

- The amount of funds available for distribution through the PCO Block is established by the SaskCulture Board each year based on recommendations from the Spending Plan Committee. The SAB participates in the spending plan committee process. The change to the PCO block overall is generally applied equally to the CAC and SAB components.

Adjustments to this established ratio of funds between the two components of the AGF program can be considered by the SaskCulture Board.

- PCOs may request funding for a 2-year period. As far as possible, SaskCulture will maintain the PCO block funding over the 2-year grant cycle. Approval of the second year grant is confirmed on receipt of an interim submission and maintenance of lottery levels for the second year.
- The amount available to the PCO Block for distribution is determined by SaskCulture annually. Global grants are awarded based on merit and a PCO may receive more or less than the average available as a result of performance assessment. At the discretion of the assessment committee, global grants may include base level amounts and one-time amounts to respond to special needs in a given year.
- All PCOs must provide a submission either to SaskCulture/CAC or to the SAB. Application forms and guidelines for both CAC and SAB PCOs are included in Section 4 of this handbook. On odd-numbered years (e.g. 2005/06) PCOs present a full submission and request funds for two years. If two year funding is approved, a condensed, interim submission is required in the even numbered year (e.g. 2006/07)

All AGF Submissions must include:

- Cover letter signed by the PCO President that requests the funds and acknowledges the funding source of the Lotteries Trust Fund for Sport, Culture and Recreation, Culture Section.
- Complete submission as per instructions for either CAC or SAB PCOs. The submission must include sufficient information to allow assessment against the performance criteria. Application guidelines and instructions are provided by SaskCulture for CAC PCOs and by SAB for SAB Arts PCOs. These guidelines are included in Section 5 of this handbook or will be provided directly to the PCO by the SAB for insertion into that Section.
- Financial data from the AGF Budget Summary Form is entered into the SaskCulture AGF database. This information is required annually from all PCOs.
- Funding decisions are made either through the CAC or the SAB assessment process. These motions are brought by SaskCulture to the Trust Committee for final approval.
- SaskCulture's Cultural Trust Manager authorizes the release of funds from the Trust to PCOs based on the approved motions and the receipt of required submissions and reports. Inquiries on the status of Trust payments from the Culture Section can be directed to SaskCulture's Cultural Trust Manager.

2. Follow-Up Procedures

- a) All PCOs provide an annual follow-up report in the standard format required by SaskCulture. Section 6 contains the Culture Section reporting requirements for all PCOs including PCOs adjudicated by the Saskatchewan Arts Board.
- b) A PCO's Follow-up Report, is due within ninety (90) days of its fiscal year end. SAB Arts PCOs deliver their reports to SAB and other PCOs deliver directly to SaskCulture Inc.
- c) For SAB Arts PCOs, three (3) copies of the complete Follow-up Report and 3 sets of attachments are required. The SAB consultant reviews the report and then provides two copies plus attachments to SaskCulture, within two weeks of the SAB receipt of a report. Each copy should be 3-hole punched and individually secured.
- d) Two (2) copies of the complete Follow-Up Report and 2 sets of attachments are required by SaskCulture. Each copy should be 3-hole punched and individually secured.
- e) SaskCulture receives the PCO follow-up reports and prepares the necessary documentation for the Trust office. SaskCulture reviews each report to verify that the Culture Section of the Trust requirements have been met. SaskCulture also collects the information from each report that will help SaskCulture demonstrate the scope of the activity supported through the AGF program.
- f) Financial data from the AGF Budget Follow-Up Summary Form and Annual Profile Summary Form is entered into the SaskCulture AGF database. Cultural Profiles and cultural impact statements are compiled.
- g) SaskCulture monitors PCOs to ensure maintenance of eligibility status requirements and lottery recognition. This is done through the follow-up reporting process review of communications information provided. Monitoring information requested through the follow-up report is reviewed and filed. SaskCulture completes an annual monitoring report on each PCO and this is filed with the follow-up report and shared with either the CAC or the SAB where applicable. The PCO will be contacted if concerns are raised through this monitoring process.
- h) SaskCulture retains one copy of each PCO submission and follow-up report in the SaskCulture office for reference and files one of each PCO submission and follow-up report with the Trust office.
- i) Release of the final 50% of the organization's funding for the current year is dependent upon the receipt and acceptance of all the required components of the follow-up report. Reports received in advance of the report deadline may be processed earlier as well.
- j) If there is any outstanding or incorrect information the CTM will contact the PCO or the SAB where appropriate to request more information or clarification.

- k) Once all the necessary information is submitted, the PCO can expect to receive the second 50% of its grant for the current year within thirty (30) days of the report being submitted to either SaskCulture Inc. or the SAB by the PCO.
- l) The Trust office payment request deadlines are once every two weeks. PCOs submitting late reports may miss the upcoming payment deadline which will result in payment delays. Due to electronic banking requirements, the Trust payment schedule is not flexible and exceptions are not allowed.
- m) Payment of the final 50% of a PCO's AGF for the current year will be made by direct deposit to your organization's bank account. If you make any changes with the bank please forward a cancelled cheque showing the changes to the Trust Office at 1870 Lorne Street, Regina, and SK. S4P 2L7.

3. Annual Global Funding Program Review

- SaskCulture holds a consultation session with PCOs each February/March to review the guidelines and procedures for the AGF program that are common to all PCOs. This session is conducted by SaskCulture staff and all PCOs are encouraged to attend. The session is an opportunity to clarify and discuss the common elements of the AGF program. Revisions to the AGF Handbook, including changes in guidelines and reporting procedures are brought to this session prior to being implemented. While this session is an opportunity to raise any policy questions or concerns, changes to the policies governing the AGF program are made by the SaskCulture Board in consultation with members.

Saskatchewan Arts Board

Through mutual agreement, SaskCulture shares responsibility for the delivery of PCO funding with the Saskatchewan Arts Board for those PCOs who have chosen to be adjudicated through the SAB process. The policies and procedures that are established between SaskCulture and the SAB are within the general framework of the Culture Section of the Trust and the Annual Global Funding program. Within this general framework, the SAB supports the delivery of the arts component of the AGF and works closely with SaskCulture to ensure the ongoing success of the AGF program.

Arts PCOs that have chosen to be adjudicated through the SAB are advised to contact the SAB for submission and reporting requirements.

Cultural Trust Manager

The Cultural Trust Manager reports to the General Manager of SaskCulture and has the responsibility to create, manage and evaluate the Culture Section spending plan according to the decisions of the SaskCulture Board and the accountability requirements of the Trust.

The Cultural Trust Manager facilitates the transfer of all funds as adjudicated to eligible organizations from the Trust office and ensures that all accountability procedures are in place and followed. Accountability requirements include ensuring that adequate statistics are gathered through follow-up forms, and that the information is correctly entered into the SaskCulture database.

The CTM supports the review and development of AGF assessment and reporting processes and works with the SAB to ensure the overall effectiveness of the AGF program.

The CTM provides on-going resource to the SaskCulture Board's Eligibility Committee and is the main contact for eligibility inquiries to the Culture Section of the Trust.

Grants Coordinator

The SaskCulture Grants Coordinator (GC) supports the role of the CTM with respect to management of the Annual Global Funding program. This includes maintenance of the SaskCulture AGF database and other records, responding to inquiries regarding Annual Global Funding, coordination and support to the CAC assessment process, and assistance in the review and follow-up of all grant applications.

SECTION 4: ANNUAL GLOBAL FUNDING ASSESSMENT PROCESS

This section outlines the AGF assessment process for PCOs specific to the SaskCulture Cultural Advisory Committee or the Saskatchewan Arts Board assessment processes. For CAC PCOs the information is provided by SaskCulture and follows on page 38 – 45 of this handbook. For SAB PCOs, the information for this section has been provided as an insert from the Saskatchewan Arts Board and replaces pages 38 – 45 of this handbook.

Two-year cycle: starting in 2003/04 CAC PCOs moved to a 2-year grant cycle. Instructions for the two-year submission are in bold italics throughout this section

ASSESSMENT PROCESS FOR CAC PCOs

Cultural Advisory Committee Terms of Reference

SaskCulture, as manager of the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, is responsible for establishing an adjudication mechanism by which funds can be distributed. This mechanism consists of eight (8) Cultural Advisory Committee (CAC) members elected by the voting delegates at a general SaskCulture membership meeting.

CAC Purpose:

The Cultural Advisory Committee exists to adjudicate the allocation of available funds from Saskatchewan Lotteries Trust Fund to eligible provincial cultural organizations (PCO's) in support of their respective objectives.

The CAC product is fair and equitable decisions for the distribution of funds from Saskatchewan Lotteries Trust Fund.

CAC Objectives:

- to review and adjudicate applications for funding in accordance with the policies and procedures established by SaskCulture in its role as manager of the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation;

- to provide SaskCulture with a list of all adjudicated grants as well as any issues or concerns about funding allocation in a timely manner;
- to consider appeals from eligible PCO's on grant amounts in accordance with the appeals clause within the applicable section of the current edition of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation Trustees Handbook;
to recommend representatives from within the committee to other SaskCulture and/or tri-global committees as required; and
- to provide feedback on Administered Funds, as required, in a timely manner.

CAC Composition:

The committee shall be composed of eight (8) members elected by the voting delegates at SaskCulture membership meetings according to guidelines established by SaskCulture.

Specifically:

- nominees to the CAC are nominated by a member in good standing;
- members are elected for a term of three years with the option to run for one subsequent term.
The term rotates so that at least two members are replaced each year. At each membership meeting, as many CAC members shall be elected as are required to fill vacancies. In the event of a resignation, the newly elected person fulfills the time remaining in the vacated position, and a subsequent term if they are in the position for 50% or less of a term;
- if the membership fails to fill the number of vacant positions that are open at an Annual General Meeting, SaskCulture will appoint a member to fill in the complete term;
- members normally commence their active term of office at the November meeting in the year following their election;
- members shall elect both a chairperson and a vice-chairperson from within at the beginning of, or in advance of, each fiscal year;
- members cannot serve as a member of the SaskCulture board and the CAC at the same time;
- employees and board/committee members of voting members shall not be eligible for election to the CAC; and
- in his/her capacity as advisor and support to the committee, SaskCulture's Grants Coordinator is a non-voting member of the committee.

CAC Commitment:

Members of the CAC are community volunteers who commit approximately 112 hours per year in addition to travel time for odd numbered years (2005, 2007, etc). Due to the two-year adjudication cycle, the even-numbered years (2006, 2008, etc) will have a reduced time commitment. CAC

meetings are held in March, June and November each year. CAC members receive and review applications, attend adjudication meetings and make an effort to be informed about PCO activities throughout the year. The CAC members commit to a three year term with the option to run for one subsequent term. Given the complex decisions faced by the CAC, new members begin as non-voting members for their first meeting.

CAC Authority:

The Cultural Advisory Committee is recognized as a staff committee of SaskCulture and as such, shall operate within the constitutional framework of SaskCulture under the direction of the General Manager.

As an arms-length staff committee of SaskCulture, and subject to accountability and policy requirements of SaskCulture, this committee's decisions are final. The SaskCulture General Manager reports its decisions to the SaskCulture board.

Overview of the CAC Assessment Process

- Submissions are sent to the CAC members at least two weeks prior to the CAC meeting date. Each CAC member reviews all the PCO applications submitted. The CAC member conducts an independent assessment prior to the CAC meeting. *See the PCO Assessment Form included at the end of this section.*
- The communications and policy package is provided to one CAC member who provides an overview of the package to the other CAC members at the meeting. This information is available for reference during the CAC meeting.
- At the CAC meeting, the members take 10-15 minutes to share initial results of their individual assessment and to plan questions to be posed to the PCO as a group. The interview takes 30-45 minutes and includes: PCO presentation, questions posed to PCO by the CAC and discussion. *See CAC Interview Process for more information.*
- Once all the interviews have been conducted, each CAC member works independently to complete their individual assessment and plans financial allocations based on the amount available to distribute.
- The financial allocations proposed by each CAC member are collected and the averages are calculated. The CAC then discusses each PCO allocation in turn to arrive at a preliminary allocation amount.
- Once preliminary allocations for all PCOs are made, the total is calculated and adjustments are made if the total is higher or lower than the amount available. The CAC then reflects on the

allocations as a whole. Once consensus is achieved on the proposed amount, the CAC passes a motion on each allocation. It is very rare that the CAC does not achieve consensus on allocation decisions.

- The CAC provides direction to the designated SaskCulture staff on the grant letter comments to each PCO. The main points made by the CAC are recorded and confirmed at the meeting. Following the meeting, the designated staff person drafts the grant letters including the CAC comments for signature by the Chair of the CAC.
- PCOs may contact the designated staff on the Tuesday after the CAC meeting to learn allocation results.

CAC Interview Process

The CAC conducts an interview with representatives of the PCO as part of the submission review process. The interview provides the opportunity for the PCO delegates to speak directly to the CAC and to provide clarification on any aspect of their submission.

Notice of PCO interview times are sent to the PCO in a letter. This letter may also include instructions on preparing for the interview with the CAC. The CAC often provides a set of interview questions for the PCO to address in their presentation.

Typically, a PCO delegation will include three individuals: the President, Executive Director and Treasurer of the organization. However, there are no limitations in this regard; a PCO may bring any number of representatives to a CAC interview. The Trust Assistant should be notified if more than 5 people will be attending so that adequate seating can be arranged.

The CAC interview follows a standard format as follows:

- Welcome and introductions lead by the CAC Chair, CAC members state their name and what community they are from. PCO delegates state their name, their role with the PCO and the community they are from.
- 10-15 minute presentation by the PCO. The PCO presentation should address the interview questions that have been sent to the PCO. It is helpful if they state the question and then offer the response. The PCO may also use the presentation to highlight successes. It is important that the PCO address any concerns raised by the CAC in the previous assessment in this opening presentation.

- Questions posed to the PCO delegation by CAC members. Prior to the interview, the CAC members plan what questions they will ask the PCO delegation. Usually one question is posted to the PCO delegation by each CAC member.
- General discussion arising from the questions will usually occur if time allows.
- The CAC request a written copy of presentation to be submitted at the meeting.

Tips on conducting your interview with the CAC

- Remember that the CAC members are community volunteers. Even though they are conducting an assessment of your organization, they are sympathetic to your organization and the work that you do.
- Plan your presentation in advance and delegate a role to everyone from your organization. Decide in advance who will respond to certain types of questions. For example, a governance question is best handled by a board member rather than a staff person.
- Be sure your response relates to the question that was posed. Check that you understand the question before you respond to it and feel free to ask for clarification. Avoid repeating yourself and try to keep the responses brief and clear.

A well planned presentation is well received by the CAC regardless of the use of visual aids, special equipment etc. Often the most effective interviews are those where an open engaging dialogue takes place with the CAC without the distraction of bells and whistles. However, PCOs often effectively use video, slides, photographs, powerpoint, overheads etc. to enhance their presentation. PCOs are responsible for making their own equipment arrangements. The Cultural Trust Assistant should be notified in advance if equipment is being used and if there is any set up requirements

PCO ASSESSMENT FORM

Instructions to CAC Members: After reviewing each PCO submission, evaluate the success of the PCO in responding to the SaskCulture Cultural Policy in the following areas. Performance criteria are attached for reference. Note that there may be other evidence in the submission that would support a rating in any of these areas. Rate all shaded areas and complete comments sections for each submission. Ratings definitions are attached.

Name of Organization

PART I General Criteria of the Saskatchewan Lotteries Trust Fund	
It is the role of the CAC to check those PCO eligibility criteria is being sufficiently addressed. A low score may impact on the funding allocation in the current year and may lead to a recommendation by the CAC that an eligibility review of the PCO should be considered. The last two points are checked by the CTM and any concerns are immediately raised with the PCO.	
	RATE S-M-P-D
1. Voluntarism - The PCO is volunteer-based. The membership and executive and/or board of directors are comprised of member organizations and/or individuals who join the organization to work towards the growth and development of its activity primarily at the volunteer level. The organization demonstrates commitment to volunteer and community involvement.	
2. Provincial in Scope, the organization is functioning as a Provincial Organization, that is, a) has goals and objectives which adhere to provincial responsibilities b) has programs and services that are clearly directed towards the fulfillment of the organizational mandate and which are available throughout the province c) has a provincial network consisting of members or member organizations in at least five of the nine zones or d) has other suitable indicators of provincial scope as directed by the nature of the activity	
3. Uniqueness - The PCO does not duplicate the representation, mandate, governance, programs or services currently provided by another eligible organization. Where more than one PCO in similar disciplines is on the eligibility list, a concerted effort is being made to address the Trust principles of cooperation and partnership so that a coordinated approach to representation and service to the discipline is ensured.	
4. Membership and Universal Access / Participation - The PCO has a membership structure and / or governance and program policy, which promotes and provides universal access and participation for Saskatchewan people. The PCO demonstrates commitment and responsibility to the Trust principle of accessibility, which includes reasonable access to participation for all Saskatchewan people, and targeting human and financial resources to the local level.	
5. Financial / Organizational Controls – The PCO demonstrates sound financial and organizational controls, policies and management.	
6. Ineligible Activity – The PCOs offers membership, participation, programs and services, that are not exclusive to a particular religious or political sect. The organization is not utilizing lottery funds to support ineligible activities.	
Notes on Trust Criteria	

Reporting and Other Requirements	RATE Yes-No
These are Trust requirements checked by the Grants Coordinator and any concerns are flagged for the CAC.	
• Submits all required reports and documentation regarding the use of Trust funds,	
• Maintains non-profit incorporation status	
• Conducts financial audits according to Trust standards	
• Carries at least the minimum level of insurance	
• Meets at least minimum membership provincial scope standards	
Notes on Reporting and Other Requirements	

Organizational Effectiveness	RATE S-M-P-D
1. The extent to which the organization has a unique cultural mandate, which contributes to furthering the course of Saskatchewan's culture as a whole.	
2. The extent to which the organization encourages leadership and demonstrates the development and nurturing of appropriate leadership models.	
3. The extent to which the organization demonstrates effective governance and assures the development and implementation of internal structures, policies and procedures, which best achieve the mandate of the organization.	
4. The organization achieves results through effective planning and evaluation processes, and the efficient use of resources. These results impact on the overall health of the province.	
5. The organization achieves results through the efficient use of resources. These results impact on the overall health of the province.	
6. The extent to which these results impact on the overall health of the province In terms of contributing to healthy lifestyles and quality of life for Saskatchewan people.	
7. The extent to which the organization demonstrates a commitment to volunteer and community involvement.	
Notes on Organizational Effectiveness	
Questions for Interview (draft suggestions - prepared by CAC in advance of interviews)	
CAC Notes on Interview (complete during interview) 1) 2) 3) 4) Other observations:	
CAC Comments Notes (complete after interview process - to be included in CAC letters)	

Ratings Definitions:

S - Surpass Expectations - The organization excels in this area. The organization's performance in this area is impressive. The organization exceeds the standard of quality that is expected or required. This area is terrific.

M - Meets Expectations - The organization shows competence in this area. The organization is doing a good or satisfactory job in this area. This area is fine.

P - Progressing - The organization is pro-active in making needed improvements in this area. While there is still a way to go to meet expectations, the organization is making a conscious effort to address this area. The organization has shown progress from pervious year(s). The organizations' plans include attention/development in this area. This area is coming along.

D - Does not meet Expectations - The organization is below standard in this area and needs to improve. A more conscious effort needs to be made by the organization in order to progress. The organization does not have a clear plan in place to address this area. The area has not improved significantly from pervious year(s). This area needs work.

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CAC Summary of Performance Indicators

Both performance Indicators are to be used as a reference to the CAC to help identify evidence of performance by the PCO in each criteria area being evaluated. The performance indicators listed here are not intended to be a finite list. The indicators listed in each section are some examples of where to look for evidence in a given area. It is possible that in conducting the assessment, the CAC may find other evidence that is relevant to the assessment that is not identified here. Note that Performance Criteria for Cultural Impact (Part III) is working draft.

PART III - CULTURAL IMPACT CRITERIA
1. Unique and Relevant Contribution to Culture
Examples may include but are not limited to: <ul style="list-style-type: none"> a) Recognition in policies of culture mandate and cultural objectives b) Resources are directed toward programs and activities that support cultural objectives c) Opportunities on many levels for expression, experience, dialogue and interpretation of cultural forms and practices d) Provision of unique role in contributing to Saskatchewan culture e) Awareness of organization’s role in larger cultural context f) Opportunities to contribute to evolution and growth of cultural forms and practices; g) Level of involvement, support and recognition of Saskatchewan cultural workers h) Evidence of an increased awareness of the cultural organization in the community and recognition of its unique role.
2. Development of Culture in Saskatchewan
Examples may include but are not limited to: <ul style="list-style-type: none"> a) Number of cultural activities and quality of cultural experiences b) Quality of cultural products produced in Saskatchewan c) Number participants involved in cultural activities d) Attention to the continuum of development: vocational to avocational; child to adult; e) Strategic alliances to support continuum of development f) Level of financial support to cultural workers and cultural volunteers; g) Awareness of career opportunities h) Professional development opportunities for cultural workers and cultural volunteers; i) Access to educational and other resources; j) Dissemination of cultural content and information resources k) Involvement in setting standards; l) Awarding excellence m) Identification and development of essential skill sets to prepare for future needs n) expansion and movement, including marketing, to a global marketplace; o) availability of Saskatchewan resources and cultural production on a global level; p) proactive distribution of cultural production;
3. Increased Recognition of the Value of Culture
Examples may include but are not limited to: <ul style="list-style-type: none"> a) Advocacy to address policies affecting cultural workers i.e. Status of the Artist; b) Mechanisms to measure and report on the value of cultural activity in terms of economic and social impacts. c) Links with other organizations - partnerships – to increase cultural involvement in other sectors e.g.: tourism d) Involvement with government services and legislation: e.g. Education e) Raising level of knowledge and awareness of Saskatchewan cultural activity within Saskatchewan and globally f) Growth of provincial organization’s influence at provincial, national and international forums; g) Promotion of Saskatchewan content, ownership and control of cultural production.

- h) Efforts to make resources for cultural activities and production available.
- i) Growth of participation, development of new audiences
- j) Financial support from others sources

4. Recognition of Cultural Diversity:

Examples may include but are not limited to:

- a) involvement in cooperative partnerships to promote diversity;
- b) representation of diverse perspectives and cultural practices;
- c) development of an audiences receptive to diversity values
- d) development of diverse audiences;
- e) involvement in cross cultural awareness programming and activities;
- f) involvement in an advocacy role for diversity
- g) specific programs designed in partnership with underrepresented groups
- h) participation rates of underrepresented groups in cultural organizations;
- i) increased profile of underrepresented cultural workers, perspectives and activities;
- j) pro-active elimination of barriers to inclusion
- k) developing a global perspective within the organization;

Part IV - Generating Participation Through Access and Service

1. Participation:

- a) Number of individual and/or group members in the organization.
- b) Geographic range, as determined by the number of members or member organizations in at least five of the eight zones.
- c) Number of times individuals have participated in programs or services of the organization or a member organization.
- d) Evidence that organizations, through research and evaluation, have knowledge of consumer groups or audiences most likely to benefit from participation in and/or access to their programs and services.
- e) Number of programs and/or services available or targeted to demographic groups who experience barriers to participation, such as seniors, the disabled, economically disadvantaged and youth at risk.
- f) Number and variety of activities available for public participation
- g) Number of donors to the organization, excluding membership fees.
- h) Ratio of total self-generated revenue raised through fundraising over revenue derived from Saskatchewan Lottery Trust Fund, reflecting the organization's progress in achieving an increase in self-help revenue from year to year.
- i) Connections with other groups or organizations to gain access to target audiences as articulated in e) above.

2. Access:

- a) Inclusion in the organization's policies
- b) Evidence of self-education in demographic trends and in barriers to accessing cultural programs and services through conferences, workshops, planning processes, etc.
- c) Extent to which the organization strives to present a menu of programs and services that can be accessed by any Saskatchewan citizens who, regardless of age, gender, geography, disability, or economic status, may be served by, or wish to assist in the accomplishment of the organization's mission.

5. Service:

Representation	<ul style="list-style-type: none"> a) Membership is geographically representative of the province. b) The organization has mechanisms for gathering and recording data on its membership.
Advocacy	<ul style="list-style-type: none"> c) Policy exists to inform advocacy. d) Advocacy messages are relevant to the membership-approved mission and values of the organization. e) The governing board has mechanisms through which it is advised by and provides information to membership. f) The organization has mechanisms for providing education and communication to external stakeholders g) Advocacy messages are relevant to the membership-approved mission and values of the organization
Professional Development	<ul style="list-style-type: none"> h) As dictated by its mission, the organization facilitates opportunities for member development
Resources	<ul style="list-style-type: none"> i) Whether human or financial, are provided to the membership in support of the organization's mission through fair and efficient mechanisms.

Part V - Organizational Effectiveness
2. Leadership
<ul style="list-style-type: none"> a) The organization has a clearly articulated vision and demonstrates resolve to achieve that vision. b) The organization exhibits flexibility in adapting to changes in the environment. c) The mission and mandate is unique from that of other organizations. d) The organization demonstrates strong, clear advocacy on behalf of the values endorsed by its membership. e) The organization exhibits inter-relatedness with other organizations and their communities. f) The organization utilizes effective evaluation mechanisms to assess its progress toward its vision. g) The organization utilizes effective planning policies and processes. h) The organization achieves innovation in its programs and services.
3. Governance
<ul style="list-style-type: none"> a) The organization's board of directors has comprehensive and effective policies for the governance of the organization in place, articulating the organization's vision, mission, priority areas, governance style, and executive function. b) The organization has policies in place that ensures communication with its membership, stakeholders, and the public. c) The organization's board of directors operates under an appropriate governance model that allows for effective supervision of the management of the organization. d) There is an absence of redundancy or overlapping in the role of the board and the role of its committees. e) Board policies effectively define the role of the board and the role of the staff, and an effective interaction between the two. f) Board policies ensure the maintenance of internal controls, ensuring the accuracy and reliability of financial reporting. g) Board policies ensure fair and dignified treatment of all persons who associate with the organization - volunteers, staff, and consumers.
5. Organizational Efficiency
<ul style="list-style-type: none"> a) The structure of the organization is designed to achieve its mandate in the most effective, efficient and responsive manner. b) The organization has a multi-year strategic plan that is based on current external and internal realities. c) The budget and resource allocation is in line with the organization's strategic plan.

- d) The organization's operational goals represent the organization's priorities.
- e) There is an absence of redundancy in the organization's operations.
- f) The organization has financial statements prepared annually by a qualified external auditor.
- g) The organization has effective management systems in place.
- h) The organization's programs are reflective of the mandate.
- i) The organization's operations contain evidence of priority for program and service delivery to their members and the public.

7. Volunteer and Community Involvement

- a) Barriers to individual and group participation are addressed.
- b) The organization evidences outreach to public participation.
- c) The organization provides a variety of opportunities for public involvement.
- d) Numerous opportunities for volunteer involvement exist.

SECTION 5: ANNUAL GLOBAL FUNDING APPLICATIONS

This section includes the AGF application guidelines and forms for PCOs specific to the SaskCulture Cultural Advisory Committee or the Saskatchewan Arts Board assessment processes. For CAC PCOs the information is provided by SaskCulture and follows on pages 61 - 75 of this handbook. For SAB PCOs, information for this section has been provided as an insert from the Saskatchewan Arts Board and replaces pages 61 - 75 of this handbook.

2-Year Grant Cycle : PCOs apply on a two-year grant cycle. PCOs are approved for two-year funding at the discretion of the review committee.

Instructions for the CAC PCO 2-Year Grant submissions are included in the general CAC PCO guidelines in bold italics.

The CAC will approve an amount for Year 1 and Year 2 of a 2-Year Grant request; however, amounts for Year 2 may change during the grant period if:

- *The organization fails, in a significant way, to meet Trust policies with respect to accountability; and*
- *The level of lottery funds available to the Culture Section of the Trust experiences a reduction or increase significant enough to require a revision to the Culture Section Spending Plan allocation to the PCO Block. As far as possible, SaskCulture will aim to maintain the PCO Block allocation over the two year grant cycle.*

GENERAL PROCEDURES FOR APPLICATIONS TO SASKCULTURE'S CULTURAL ADVISORY COMMITTEE

1. Applicants submit one (1) complete copy of the Annual Global Funding (AGF) application by the specified date of their annual application. Application deadlines are May 15, October 15 and February 15 annually. The Annual Global Funding application is included in this section. *2-Year Cycle: Applications are received once every 2 years starting at the May 15, 2003, deadline. A brief interim submission will be required in lieu of a submission for the second year.*

2. The GC will review the one (1) copy and let each applicant know if any changes are required. The GC may also advise changes that may improve the submission which are optional for the PCO to address. This process should occur within seven (7) working days of receiving the application.
3. The applicant makes any revisions necessary and then submits ten (10) completed copies of the application. The applicant will be given between five (5) and seven (7) working days to complete this task.
4. All submissions should:
 - be as clear and concise as possible;
 - be three (3) hole punched and each individual submission secured by paper fasteners, brads, clips, elastics, or envelopes (NO BINDERS PLEASE);
 - typed using no less than a 10-point font size;
 - include page numbers for the entire document (consecutively, or by profile);
 - use tabs for each profile throughout the document;
 - adhere to the specific requirements and format for the application as found Appendix A and in the notes in the following section; and
 - Include supplemental material in an envelope, folder or plastic sleeve. Supplemental material does not need to be 3-hole punched.

NOTES ON ANNUAL GLOBAL FUNDING APPLICATION CONTENTS

Covering letter

A covering letter addressed to the current chair of the Cultural Advisory Committee, c/o SaskCulture, should accompany the original application. Copies of the letter should also be included with all subsequent copies of the application. The letter should:

- be signed by the President of the organization;
- establish the applicant's credibility/reputation;
- highlight the current issues and priorities of the organization and how the application addresses them;
- explain any major changes in direction/programming from the current year;
- respond to any comments made by the CAC in the last submission;
- include amount of request and provide rationale for any change from previous year. ***2-Year Cycle – include amount requested for Year 1 and Year 2 and provide rationale for any changes; and***

- *acknowledge support from SaskLotteries – note proactive strategies aimed at lottery recognition.*

I. GENERAL INFORMATION

Collects basic information for quick reference as the submission is being reviewed. Note that changes to your organization's contact information should be indicated so that SaskCulture can update the contacts database.

The submission checklist is now included at the front of the submission. The checklist is helpful to ensure your submission is complete.

II. ORGANIZATIONAL PROFILE

1) Corporate Status Update:

Maintenance of non-profit status is an eligibility requirement. A single copy of the current constitution should be included with the submission.

2) Mandate / Mission / Purpose:

This section asks for what is stated in your bylaws. It may be that your organization has developed more current statements that are not in the bylaws but are part of the Planning Documents and are included in the planning profile. In this case, provide only the bylaws statements here and reference the more current statements in your planning profile. If the statements are the same, avoid repetition and simply reference where these statements can be found in your planning profile.

3) History:

Provide a 1-2 page point-form summary of historic highlights and accomplishments. Avoid repetition of information.

4) Cultural Impact:

A number of PCOs have noted that they would like the submission to provide more opportunity to express the meaning of their activities. Draft Cultural Impact assessment criteria were introduced for use by CAC PCOs in the 2001/02 year. In December 2003, the SaskCulture Board approved the criteria as part of SaskCulture's Cultural Policy.

Section 2 of this handbook includes the cultural impact criteria. Performance indicators are in development. The instructions to PCOs for cultural impact statements are based on these criteria.

Keep your Cultural Impact Statement within the requested 1-2 page maximum. Brief statements to highlight areas of your submission are preferable to repeating information already included in the body of your submission. Use specific examples whenever possible.

Examples of economic and social contributions are optional as PCOs are not evaluated on economic or social criteria. However, these examples can help to provide a full profile of the impact of the PCO.

5) Structure:

Include formal reporting and accountability relationships within the organization itself. Differentiate between accountability to external bodies such as funders from those elements such as committees that are part of your organizational structure. Include only those communications linkages that are required reporting or consultation linkages. (Communication linkages are assumed to be pervasive throughout the organization.)

For ideas on structure Models, refer to the Handbook for Member Organizations Section 3 - Governance and Management Models. The most current copy of the Handbook can be found on SaskCulture's web site www.saskculture.sk.ca under Cultural Resources.

6) Governance:

A Governance Evaluation Checklist and a copy of your board orientation package and governance policies are no longer required. A copy of your current constitution and Bylaws should be included with the submission.

Note key governance issues that are identified through formal and informal evaluation processes. The Governance Evaluation Checklist is a formal evaluation tool that was previously required as part of the submission for all PCOs. This has been removed from the CAC submission as it is only one mean to evaluate board performance. PCOs are encouraged to use this checklist, or any other evaluation methods that can help the board evaluate its own performance. The CAC is interested in the results of board self-evaluation and the insight gained by the board through the evaluation process.

For information on Governance and ideas on governance assessment, refer to the Handbook for Organizational Members Section 2 - Overview of Governance. The most current copy of the Handbook can be found on SaskCulture's web site www.saskculture.sk.ca under Cultural Resources.

Effective governance is a key area of assessment for funding. Please consult with the GC if you need clarification on governance performance expectations.

7) Membership:

When responding to the number of members, include the number of members in each category (individual, organizational, etc) for the most recently completed fiscal year AND for the current year. If there is a significant change in the number of members from one year to the other please indicate why.

There are a number of ways that PCOs represent geographic reach. This breakdown should demonstrate how the PCO meets at least the minimum requirement of having members or member organizations represented in at least five (5) of the (9) zones as defined by the Trust. A map may be included.

In 2004 SaskCulture will introduce membership data reporting through the AGF Follow-Up Report. This will be done through a standard electronic format. *See the Follow-Up report guidelines for more information.*

8) Affiliations and Partners:

Affiliations refer to organizational affiliations rather than relationships undertaken with other groups or organizations for the purposes of program development and delivery. Affiliations imply a formal structural and/or legal relationship between organizations as a branch office, membership or governance responsibility.

Partnerships should only include formal working relationships that are currently active and in place to support coordinated program and service delivery.

9) Communications Package:

Include a copy of your most recent Annual Report with each submission copy. If you do not produce an Annual Report, provide the minutes of your most recent AGM and activity reports that would have been provided to members. While SaskCulture has already received this report with your most recent Follow-Up report, this report was not made available to the CAC.

Provide ONE COPY of your best communication examples. Do not include everything you have produced - make a selection to give the CAC a sense of scope and look of the communications tools you create. Include examples as evidence of lottery recognition. Note that CAC members usually have internet access and will explore a PCO web-site directly. If you have a communication plan you may wish to include one copy with this package.

Optional support material may include videos, newspaper articles, photographs, etc. PCOs are encouraged to include CAC members on their membership mail list so that they can receive material throughout the year. Contact SaskCulture to arrange this.

III. HUMAN RESOURCES PROFILE

1) Board of Directors:

Include years of continuous service on Board; not total years of service.

2) Volunteers:

This point form list is intended to give the CAC a sense of the nature of volunteer contributions to the organization. Estimated numbers are fine to give a profile of your volunteer support. Statistical information is collected through the Follow-Up report.

3) Staff:

The information requested is intended to give the CAC a profile of the PCO's staffing complement. SaskCulture conducts a compensation survey periodically as a service to members. Information on staff salaries and benefits is not collected through the funding process.

Full Time Equivalent (FTE) – One FTE = minimum 1872 paid hours (36 hrs. x 52 weeks). Indicate the total number of FTE positions including full-time administrative and permanent personnel, and part-time or seasonal staff. Do not include per service or contracted personnel.

4) Human Resource Development:

This section refers to board and volunteer development as well as to staff. Be sure to consider budget needs to support human resource development.

For information on Human Resource Management and Policy, refer to the Handbook for Organizational Members. A number of sections relate to Human Resources.

IV. FINANCIAL PROFILE

The majority of this profile is basic information that your organization needs to confirm that appropriate financial and risk management practices are in place. The risk management practices checklist has been moved from the submission to the follow-up report. However, you are asked to comment on what measures are taken to review and improve the risk management practices of your organization, particularly if your organization has specific challenges in this area.

For ideas on how to assess performance in this area, refer to the Handbook for Organizational Members Section 16 - Fiscal Control - Financial Management. The most current copy of the Handbook can be found on SaskCulture's web site www.saskculture.sk.ca under Cultural Resources. There is a financial stability checklist included that may be helpful as an assessment tool. These tools may be helpful in completing the final question in this section.

V. PLANNING PROFILE

SaskCulture does not outline the exact format for your plan or your planning process because there are many approaches to planning.

It is important for the Board to take part in and support planning processes as part of the governance role. Staff can offer valuable insights as well. Participatory processes encourage creative thinking, diversity of perspectives, and increase the level of commitment and ownership of the results. Operational planning is often done by staff in response to Board planning.

The format of the Planning Profile follows the three basic levels of planning outlined in the Cultural Trustees Guide which are summarized in Section 6 of the Handbook for Member Organizations. These levels move from ideas to the concrete and realistic and are basic elements of any effective planning process. The planning profile asks PCOs to outline the formal and informal processes that

contribute to planning in each of the following areas and to indicate what is being learned through these processes.

1) Mission or Purpose Planning:

These are usually foundation documents, created when an organization is established and updated from time to time to ensure they remain relevant in the changing environment.

2) Long-Term organizational planning (Strategic):

Planning processes ask these kinds of fundamental questions:

- Why does our organization exist - what difference is our organization making?
- Where are we now and where do we want to be?
- What is blocking our progress and what can we do about it?
- What will we do this year that will have impact and is within our resources?
- How will we know how successful we are?

There are many planning methods that can be used to help get at these kinds of questions. The intent of these exercises is to help the leaders in the organization arrive at a collective understanding of the current context they are in, to create a shared sense of the desired future (vision), to better understand the conditions that are hindering success, to identify untapped resources and opportunities, and to arrive at a focused set of directions for action to guide the work of the organization over the next few years.

Long-range planning does not need to be a comprehensive schedule of planned activities for the next five years. In most cases, less is more for long range plans. Planning documents are requested as evidence that planning has occurred and are in fact the product of planning processes. The process behind the creation of the documents is more important than the documents themselves. What has been discovered through planning and review informs future direction.

3) Short Term Operational Planning:

This is a one-year action plan, *or*, for *2-Year submissions, this is a 2-year action plan*. The document should clearly link to your strategic / long-range plan and identify key accomplishments and activities in your upcoming year *or 2-years* that will advance your organization toward the long-term vision. The operations plan generally includes: what will be accomplished; by whom; by when; and at what cost.

In developing the components of the operations plan the organization must evaluate its human and fiscal resources to create a realistic plan. Activities planned should relate to the strategic plan or key result areas. Evaluation of activities against these key results will help establish priorities.

The operations plan may be presented in this section of the planning profile or, if it is in a format that is similar to the instructions for the Program/Operations profile, it can be incorporated into the program/operations profile instead. For some PCOs, the program/operations profile serves as the PCO's operation plan.

4) Evaluation:

Planning, budgeting and evaluation are really part of an annual cyclic process. They do not happen in isolation of one another and they are continuous. The planning cycle needs to incorporate evaluation on two levels: overall evaluation of the organization's success in achieving its mandate or ends, and evaluation of those programs and services being delivered to assess the value of those activities in supporting the organization to its end results.

Effective planning and evaluation is a key area of assessment for funding. Directors and Staff of PCOs are encouraged to become as aware as possible of the planning and evaluation process in both theory and practice. Please consult with the CTM if you need clarification on planning performance expectations.

For information on Planning refer to the Handbook for Organizational Members Section 6. The most current copy of the Handbook can be found on SaskCulture's web site www.saskculture.sk.ca under Cultural Resources.

This section provides a general overview of planning concepts and summarizes some basic models and methods. The section also outlines the three basic levels of planning which is the basis for the Planning Profile submission requirements.

VI. PROGRAM/OPERATIONS PROFILE

1) General:

This profile should detail the activities that will be carried out by the organization in the coming year in order to advance the mission and long range / strategic goals outlined in the previous profile.

PCOs are given two options for how to organize this profile in order to present the requested information. While two options are suggested, PCOs may organize this profile in any manner as long as the information is presented in a clear and concise manner and includes all of the information requested.

The program/operations profile should list the actual activities and programs that will be undertaken over the grant period. It should include a brief description of each program and activity area, *including current activities and what is proposed during the upcoming year or two years of submission*. Be sure to include notes on all areas of your AGF Form A-F if these explanations are not included in other areas of your submission.

Strategic Rational: State why this program or activity is important to the organization’s intended results.

Optional: Include Key Results / Program and Activity matrix to reduce repetition of key results under each program/activity area.

Sample Key Results / Program and Activity Matrix

	Program #1	Program #2	Program #3	Program #4	Program #5
Key Result # 1	X	X		X	X
Key Result # 2		X	X		X
Key Result # 3	X	X		X	X

Notes of interest: can include anything that helps the CAC understand the value of the program in addressing the cultural policy. This may enable the organization to address the province’s targeted population segments, and/or if it involves partnering with other organizations. It is useful to indicate the number of participants in the program in the past as well as participant projections for the future. If your organization has a set of evaluative tools that pertain to a particular program note this as an item of interest.

Budget notes: The budget profile now includes a budget detail and revenue allocation which should show how the revenues support the program and activity areas. A brief budget on the

program should be included in the program/operations profile for each program area if this information is not included in the budget profile. Budget notes may be included if the program generates revenues for the organization or receives major corporate sponsorship. Notes of explanation for significant changes in expenses can also be noted here.

2) **Member Funding Detail:**

Member Funding is loosely defined to include programs that involve a PCO providing direct funding to another group or individual to carry out independent activity. This may include formal and informal grant programs to support operations and/or projects of other groups, contractual arrangements and programs that involve individual grants. Include all programs that meet this Member Funding definition in this detail and provide a recipient list.

The Member Funding Detail is intended to inform the assessment process by providing the CAC a clearer understanding of how PCOs manage the distribution of lottery funds to communities. Member funding policies had previously been collected through the submission. These are now requested with the Follow-Up report instead as they are primarily needed for monitoring and reference purposes. Lottery recognition practices in member funding programs are also monitored through the follow-up reporting process rather than the submission.

VII. BUDGET PROFILE

This profile includes the PCO annual global funding application summary form and each PCO's own detailed budget.

1) **Annual Global Funding Application Summary Form:**

This form is to be used as a guide to design your own application form within your own computer program. **When doing so please ensure that the categories of this form are not changed.** This form is used to collect standard financial data from all PCOs. This information is entered into the AGF database.

2-Year Cycle: the AGF summary form has been adapted to include:

Column 8 – Request Year 2

Column 9 – Variance (8-4) compares to current year's allocation.

See Section 6 Follow-Up Report for clarification of budget categories.

2-Year Cycle: the Follow-up requirements are the same for all PCOs and a complete report is required annually.

Below is a breakdown of the revenue and expense categories used in SaskCulture’s AGF database:

REVENUE

Grants

Sask Lotteries Trust – AGF – annual funding allocated by the CAC

Sask Lotteries Trust – AGF Other – one-time amounts that may be allocated by the CAC as a result from your submission

Sask Lotteries Trust – Other – CAP, MIF, Community Grant Program, etc. or other lottery money derived from the Saskatchewan Lotteries Trust Fund

Agencies – Other – corporate sponsorship e.g. IPSCO

Other – grants that come in and don’t fit in other categories and are likely a one-time amount

Municipal Government – dollars from directly from the City of Regina , City of Melville, etc.

Provincial Government – Other – departmental dollars

Provincial Government – Municipal – dollars from the Department of Municipal Affairs

Federal Government – Other – departmental dollars

Federal Government – Canadian Heritage

Federal Government – Canada Council

Agencies – National – dollars received from organizations like RedCross

Agencies – Provincial – SAB – grants received from the SAB, for example the Project Assistance Grant Program

Agencies – Provincial – SAB Other – one-time amounts for SAB clients

Agencies – Provincial – SaskFILM – dollars received from SaskFILM

Agencies – Provincial – Other – dollars received from provincial public organizations including Crown Corporations and the Cultural Industries Development Fund

Agencies – Provincial – Saskatchewan Heritage Foundation (SHF) – money allocated from SHF

Self-generated

Program/Services Fees – revenue generated from providing programs and services

Membership Fees – revenue from membership fees paid to the organization

Other

Fundraising Projects

Donations

Other

Other – Interest – bank interest

Other – an example would be GST recovered

EXPENSES

Administration

Personnel – all salaried employees of organization

Office – office expenses for example office supplies, postage, etc.

Other

Travel and Meetings

Staff – travel and meeting expenses related to staff

Volunteer – travel and meeting expenses related to volunteers

AGM – meeting expenses related to your organization’s AGM

Other – travel and meeting expenses related to strategic planning retreats, group training sessions, etc.

Corporate Expenses

Memberships – organizational member fees to external organizations

Professional Fees – organizational consultant, facilitator fees, legal, auditor fees, etc.

Insurance – auto liability, participants’ liability, employee bonding, etc.

Other

Public Relations and Communications

Newsletter – newsletter production via email or paper, etc.

Other – could include web site, poster development, etc.

Programs and Services

Personnel – program specific contracts

Program and Services – expenses accumulated from providing programs and services

Member Funding – lottery dollars dispersed to member organizations

Other

Other

Other Interest

Other

2) Detailed Budget:

The CAC wants to be able to look into your own budget document to get a more detailed description of the items in the budget. The detailed budget, however, does not require all the seven (7) columns of the grant summary form. The key columnar break-out for the detailed budget is the current year’s revised annual budget, the current year’s projected to year-end, and the proposed budget for the upcoming year. *For PCOs applying for 2-years, include proposed budget for year 1 and year 2.* At minimum your detailed budget should include these three (3) columns *or four (4) columns if you are applying for two years.* If your organization normally includes more columnar detail such as year-to-date and variances please continue to do so.

3) Revenue Breakdown:

The CAC needs to understand the relationship between revenues and expense areas of your budget. You can provide budget details showing expense and revenue in each area of your Program/Operations profile or you can provide this in your budget detail. One way to show this information is to provide a revenue allocation program matrix on a one page chart. The use of the matrix is optional. *2-Year Cycle applications should include a revenue allocation for both year 1 and year 2.*

Sample Revenue Allocation / Program Matrix

Expense Area (from AGF form)	Total cost	Lotteries	Other Agencies	Self Generated	Sponsors	Total Revenue for each program	Difference
A							
B							
C							
D							
Program #1							
Program #2							
Program # 3							
F							
Total Revenue each source							

4) Budget Notes

Budget notes for each expense area should be included in your program profile. However, it may be helpful to provide some notes of explanation for significant budget items and changes that would not otherwise be evident to the CAC.

***2-Year Cycle: The request for Year 1 and Year 2 may vary depending on the PCO's plans.
Explanation of variances between the two request years would help the CAC consider unique needs in each grant year.***

PCO Annual Global Funding Application Checklist

<i>10 Copies - to be included with each submission</i>	<i>ONE COPY Only – if not already on file</i>
<ul style="list-style-type: none"> ? Cover letter - address to current CAC Chair ? One complete submission: all profiles included ? Annual Report for last complete fiscal year ? Audited financial statements for last completed year (if not in annual report) ? Long Range/Strategic Plan or summary (6 pages or less) ? Short Term / One year operations plan (6 pages or less – unless in Program/Operations profile) ? Evaluation examples (optional 6 pages or less) 	<ul style="list-style-type: none"> ? Constitution / Bylaws ? Long Range / Strategic Plan (if over 6 pages) ? Short Term / One year operations plan (if over 6 pages and not part of Program/Operations profile) ? Evaluation examples (over 6 pages - optional) <p><u>ONE COPY Only</u></p> <ul style="list-style-type: none"> ? Communications Package ? Other support material (optional)

ORGANIZATIONAL PROFILE

1. Corporate Status Update:

- (a) Non-Profit corporation number _____
- (b) Date of most annual return to non-profit corporations branch _____
- (c) Is the organization a registered charity? Yes _____ No _____
- (d) Has the organization's constitution been updated in the past 12 months? Yes _____ No _____
- (e) Note any significant changes in the constitution made since last submission and briefly state reason for changes.

2. Mandate / Mission / Purpose:

Please provide your Mandate, Purpose, Mission Statement(s) and Objectives as stated in your organization's bylaws. You may also provide Vision and Values statements if available.

3. History:

Please provide a 1 - 2 page point form summary of your organization's historic highlights and accomplishments.

4. Cultural Impact Statement:

1- 2 pages maximum

- (a) For each cultural criteria impact area below, provide a brief statement and highlight a few of your best examples of how your organization is making a significant cultural impact:
 - A. Cultural Significance
 - B. Cultural Development
 - C. Cultural Appreciation and Support
 - D. Cultural Diversity
- (b) Optional: Provide your best examples of where your organization is making significant economic and social contributions.

5. Structure:

Attach a brief description of the structure of the organization OR provide an organizational structure chart, which shows basic board and staff accountability structures, committees and relationships.

6. Governance:

- (a) Briefly describe your Board orientation process and list of the contents of your board orientation package.
- (b) List the items which are covered in your Board governance policies and indicate when these were last updated.

- (c) **When was your organization’s Constitution and Bylaws last updated?** Include ONE COPY with your submission OR indicate that a current copy is already on file with SaskCulture.
- (d) What process / methods are used to evaluate the effectiveness of board governance in your organization?
- (e) What key governance issues have you identified through this evaluation activity and what is your plan to address these issues?
Use a point form list or reference relevant sections of the submission to avoid duplication.

7. Membership:

- (a) Please list each category of membership within the organization and include the following:
 - description,
 - benefits,
 - fees.
- (b) Provide a chart that shows total membership for each of the last two complete years.

Membership Type	Previous Year	Current Year
# Individual members of PCO		
# Organizational members of PCO		
# Individuals represented by organization members		

- (c) Provide a list of organizational members and indicate the approximate number of individuals represented by each.
- (d) Provide a geographic breakdown of membership numbers by region or zone (if possible).
- (e) List how many meetings per year provide direct input from the membership and note any other methods used to gain insight into member trends and interests.
Use point form list
- (f) In assessing membership trends, what key issues have been identified by your organization and what is the plan to address these issues?
Use a point form list or reference relevant sections of the submission to avoid duplication.

8. Affiliations and Partners:

- (a) Affiliations: List the organization’s provincial/national/international affiliations.
- (b) Partners: List the organizations with whom your organization has established formal working relationships to support coordinated programs and service delivery.

9. Communications:

- (a) Annual Report: Attach a copy of the Annual Report for the last complete fiscal year prepared for your organization’s annual general meeting.
- (b) Provide a list of communications materials produced and provide ONE PACKAGE OF EXAMPLES with your submission.
- (c) OPTIONAL: Include ONE COPY of any other support material you would like to show the CAC.
- (d) Do you include CAC members and SaskCulture on your communications list?

10. Lotteries Recognition and Promotion:

- (a) The lotteries recognition checklist is now included with the Follow-Up report and lottery recognition is monitored by SaskCulture Inc. throughout the year. Note any efforts being made to improve the effectiveness of your lottery recognition practices and any special initiatives.

II. HUMAN RESOURCES PROFILE

1. Board of Directors :

Provide a list of current Board Members as outlined in the chart below.

Board of Directors Profile

NAME	RESIDENCE LOCATION	YEARS OF CONTINUOUS SERVICE ON BOARD	TERM EXPIRES

2. Volunteers :

Provide a chart that shows the functions performed by volunteers to support the work of the organization, the approximate number of volunteers involved in each function, and the approximate total number of hours contributed.

Volunteer Functions	# of volunteers	# of volunteer hours
Board of Directors		
# volunteers of PCO (list by function)		
-		
-		
-		
# volunteers of organizational members		
-		
-		
Total		

3. Staff:

(a) Provide a list of Staff currently employed as outlined in the chart below.

Staff Profile

POSITION	NAME	YEARS OF SERVICE	LOCATION	DATE OF LAST PERFORMANCE REVIEW	STATUS Full-time Part-time

b) Total number of Full-time Equivalent (FTE) of your current staff :

c) Provide a chart that shows the number of per service or contract personnel hours used during the last completed and current years, and planned for the request year.

Type of Service Contracted	Hours Past Year	Hours Current Year	Hours Request Year
Total FTE – Full-time Equivalent Contracts			

4. Human Resource Development:

(a) When was your human resource policy last updated?

(b) What methods are used to understand and support human resource development needs in your organization on the board, staff and volunteer level?

(c) In assessing Human Resource development needs, what key issues have been identified by your organization and what is the plan to address these issues?

Use a point form list or reference relevant sections of the submission to avoid duplication.

IV. FINANCIAL PROFILE

1. Fiscal year start of organization (Day/month/year):

2. Risk management Practices:

What measures are taken to review and improve the risk management practices of your organization?

3. Does your organization have any of the following major financial obligations?

____ Mortgage: if yes, how much is outstanding? _____

____ Leases: if yes, for what and how long: _____

____ Loans: if yes, how much is outstanding? _____

____ Salary arbitration issues: if yes, what is the approximate amount? _____

____ Other: please list: _____

4. Are any active or pending legal suits affecting your organization?

If yes, please attach an explanation.

5. What is the current accumulated Surplus/Deficit as identified in your last audit?

6. Attach a copy of your audited financial statements for your most recently completed year.

If your Annual Report includes complete financial statements, refer to your Annual Report to avoid duplication of material

7. In assessing the Financial Profile of your organization, what key challenges have been identified and what is the plan to address these issues?

Use a point form list or reference relevant sections of the submission.

V. PLANNING PROFILE

1. Mission / Purpose Planning:

(a) What process / methods are used to review the mission and purpose statements provided in #2 of the Organizational Profile and how often does this take place?

(b) When were these statements last updated?

2. Long Term Organizational Planning (Strategic Planning):

- a) Does your organization have a long-term / strategic planning document (more than 1 year)?
- b) If yes, what process / methods were used to create this plan, what period does it cover and when was it last updated?
- c) If no, what is your plan to address long-range / strategic planning for your organization?
- d) If your long-range plan is longer than six (6) pages, provide an overview of what the plan contains and include ONE COPY of the plan with your submission. If the plan is six (6) pages or less, include the whole document in your planning profile.

3 Short Term Plan – One-year operational plan:

Indicate which of the following two options you have chosen to present your operations plan:

_____ A copy or summary of the annual operations plan for the upcoming year is included in the planning profile. **If your operations plan is longer than 6 pages, provide a summary and provide ONE COPY of the complete plan with your submission.*

OR

_____ The annual operations plan has been incorporated into the program/operations profile.

4 Evaluation:

Evaluation is how your organization measures its intended results against actual results. Please outline your organization's evaluation methods (formal and informal) in the following areas.

- (a) How does the organization assess progress toward organizational vision and goals
- (b) How does the organization assess the effectiveness of the activities, programs and services
- (c) Optional: Include ONE COPY of evaluation tools and results that may support your submission OR include up to 6 pages of evaluation support material with the submission.

5. In assessing the effectiveness of your organization's planning and evaluation processes, what issues are identified and what is the plan to address these issues?

Use a point form list or reference relevant sections of the submission.

IV PROGRAM / OPERATIONS PROFILE

1. For each section of the Annual Global Funding Summary Form (Expenditures A - F.), OR, for each Key Result or Goal Area identified in your Long-range or Strategic Plan, please provide:

- Program/Services included in the area
- Brief description
- Strategic rationale (link to Long-range / Strategic Plan)

- Notes of interest (Impacts, Partnerships, Sponsors, Target groups, etc)
- Budget Notes: Provide a rationale for any request for additional funds. Describe the difference the additional funds will make.

2. Member Funding Detail:

(a) Provide a summary of your member funding programs using the following format:

Member Funding Program Summary

Name of Program	Funding Type (project, branch support, operations grant, scholarship, etc)	Who Can Apply	Maximum amount an applicant can access	# of grants in current year	# of grants expected in request year

(b) For EACH Member Funding Program listed above please provide:

- **Member Funding Program Profile:** Include the purpose and objectives of the program, who can apply and how funding decisions are made. If the PCO supports a specific group and there is not a “program”, then outline the basis on which the PCO chose to enter into such an agreement.
- **Program Policy or Funding Agreement Summary:** List the items covered in your current program policies or funding agreements.
- **Strategic Rationale:** For each program listed in the member funding budget summary above, provide a short description of current activities and upcoming year's plans. Include a rationale for any significant changes in direction or funding levels. Indicate the value of the program in terms of cultural impact and with respect your organization's strategic plan.
- **Detail of Grant Fund Recipients :** Include a list of fund recipients and amounts allocated in past and current years, as well as the total requested in the upcoming year.

(c) **Planning / Evaluation:** What methods are used by your organization to ensure accountability for the funds disbursed AND how does your organization evaluate the overall impact of the program and determine future program direction. Include summary findings of any recent evaluation if available.

(d) **Lottery recognition:** How does your organization encourage and support grant recipients to carry out lottery recognition. Note standard practices and special initiatives being used.

IV BUDGET PROFILE

1. Provide a complete PCO Annual Global Funding Application Summary Form (copy attached). This form must be signed by the President or other authorized signing officer.

2. Attach your organization's own detailed budget. Please organize your detail to clearly show revenue allocations to each program or expense area. A revenue allocation may be used for this purpose.
3. Revenue Breakdown: If not included in the detailed budget above, attach an extra sheet to the AGF that identifies all "Other" revenue sources.
4. Notes of clarification, add notes if necessary to explain the budget information.

Application Summary For Annual Global Funding

This form is to be used as a guide to create an application form within your own computer program. Please ensure that the contents of this form are not changed. This form is used to collect standard financial data from all PCOs.

Name of Organization					Non-Profit Corporation #		Name of President/or Authorized Signing Officer		
Contact Person			Office Phone		Date of Application		Signature of President		
Fiscal Year Start (d/m/y)			Current Year's Approved Grant		Grant Request Year 1			Grant Request Year 2	
EXPENSE	PREVIOUS YEAR (from audit)	CURRENT YEAR				Upcoming Year 1		Upcoming Year 2	
	1	2	3	4	5	6	7	8	9
	Actual	Request	Revised	Projected to Year - end	Variance (3-4)	Request	Variance (6-4)	Request	Variance (8-4)
A. Administration personnel office other sub-total									
B. Travel / Meetings staff volunteers AGM other sub-total									
C. Corporate Business memberships professional fees Insurance other sub-total									
D. PR and Communications new sletter other sub-total									
E. Programs /Services personnel program/services member funding other sub-total									
F. Other (Identify)									
TOTAL EXPENDITURES									

REVENUES	PREVIOUS YEAR (from audit)	CURRENT YEAR				Upcoming Year 1		Upcoming Year 2	
	1	2	3	4	5	6	7	8	9
	Actual	Request	Revised	Projected to Year - end	Variance (3-4)	Request	Variance (6-4)	Request	Variance (8-4)
A. Self-generated									
membership fees									
program/service fees									
fundraising									
corporate sponsorship									
sub-total									
B. Grants									
Sask Lotteries Trust - AGF									
Sask Lotteries Trust - other									
Other agencies (Identify)									
sub-total									
C. Other									
TOTAL REVENUE									
SURPLUS / DEFICIT									
ACCUMULATED SURPLUS/DEFICIT									

- | | | | |
|---|---|---|-------------------------------------|
| 1 | From audited financial statements | 6 | Request for upcoming (grant) year 1 |
| 2 | Current fiscal year request from submission | 7 | Difference between columns 6 and 4 |
| 3 | Current fiscal year revised from previous follow-up | 8 | Request for upcoming (grant) year 2 |
| 4 | Current fiscal year projected to year-end | 9 | Difference between column 8 and 4 |
| 5 | Difference between columns 3 and 4 | | |

**** SaskCulture will email a copy of the Application Summary for Annual Global Funding to PCOs; therefore, PCOs will be responsible for making a back-up of the document.**

The Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation Annual Global Funding for Provincial Cultural Organizations

SaskCulture/Cultural Advisory Committee Interim Year-Two Submission Guidelines

1. **Registered Name of Organization:** _____
2. **Mailing Address:** _____

Postal Code: _____ **E-mail:** _____
Facsimile: _____ **Web site:** _____
3. **Contact Name:** _____
Position: _____
4. **Work Phone:** _____ **Home Phone:** _____
E-mail (if different from above): _____
5. **Current (Year 1) Grant Amount: \$** _____ **Fiscal Year:** _____
Year 2 Grant Amount: \$ _____ **Fiscal Year:** _____

INTERIM SUBMISSION REQUIREMENTS:

1. The funds can be used only for the purposes as described and approved.
2. Grant recipients are required to acknowledge the Saskatchewan Lotteries Trust fund for Sport, Culture and Recreation according to SaskCulture’s lottery recognition guidelines.
3. In order to authorize the release of funds PCOs must submit an interim report that includes:
 - a. A cover letter to the current CAC chair. Follow the guide lines for full submission cover letters. Be sure to note progress on any issues the CAC has previously identified and highlight any major changes to your organization’s operational environment and major directions in programming since the last full submission and CAC interview was conducted;
 - b. A copy of your revised year-two budget using the AGF Budget Summary Form: Show: Request – Revised – Variance for the upcoming year; and
 - c. A description of any major changes to the programming plan as submitted to the CAC in the last full grant submission and rational for the changes.
4. The Interim Submission must be submitted to the SaskCulture office along with a signed copy of this voucher on the usual submission deadline for the PCO.
5. The Interim Submission will be reviewed by SaskCulture staff to verify submission requirements are met. The PCO will receive confirmation in writing that the second year of funding has been confirmed and a grant

number will be assigned. The first payment will be released with the grant letter. Follow-up report requirements are the same as other years.

- 6. Note: The CAC will not consider applications for further funding in the second year unless the SaskCulture Board has increased funds to the PCO block. PCOs will be notified in advance of the May 15th interim report deadline if there is any additional funding available.**

Signature of PCO President

Date

PRIVACY STATEMENT

The protection of information is important to SaskCulture. We, as an organization, are committed to protecting the privacy of our members, volunteers, clients, partners, and employees. Our commitment is to maintain the confidentiality of your information and preserve your right to privacy.

SaskCulture collects, uses and discloses funding information in order to adjudicate and manage Culture Section funds to the cultural community of Saskatchewan and to promote this cultural activity within the province. Statistical and anecdotal information is compiled from the data for promotional and advocacy purposes.

By signing this application &/or follow-up form, you authorize SaskCulture Inc. to utilize the information for promotional and advocacy purposes.

Withdrawal of Consent

You may withdraw your consent, subject to legal or contractual obligations, and on reasonable written notice. If you wish to withdraw your consent, you should first contact the Administration Manager to understand the implications of such withdrawal and, if you choose to proceed, provide written notice to SaskCulture.

Application Summary for Annual Global Funding Interim Year-Two Submission Guidelines

This form is to be used as a guide to create an application form within your own computer program. Please ensure that the contents of this form are not changed. This form is used to collect standard financial data from all PCOs.

Name of Organization			Non-Profit Corporation #		Name of President/or Authorized Signing Officer			
Contact Person		Office Phone		Date of Application		Signature of President		
Fiscal Year Start (d/m/y)		Current Year's Approved Grant		<i>Grant Year 1</i>		<i>Grant Year 2</i>		
EXPENSE	PREVIOUS YEAR (from audit)	Year 1				Year 2		
		1	2	3	4	5	6	7
	Actual	Request	Revised	Projected to Year-end	Variance (3-4)	Request	Revised	Variance (7-6)
A. Administration personnel office other sub-total								
B. Travel / Meetings staff volunteers AGM other sub-total								
C. Corporate Business memberships professional fees Insurance other sub-total								
D. PR and Communications newsletter other sub-total								
E. Programs /Services personnel program/services member funding other sub-total								
F. Other (Identify)								
TOTAL EXPENDITURES								

REVENUES	PREVIOUS YEAR (from audit)	Year 1				Year 2		
	1	2	3	4	5	6	7	8
	Actual	Request	Revised	Projected to Year-end	Variance (3-4)	Request	Revised	Variance (7-6)
A. Self-generated								
membership fees								
program/service fees								
fundraising								
corporate sponsorship								
sub-total								
B. Grants								
Sask Lotteries Trust - AGF								
Sask Lotteries Trust - other								
Other agencies (Identify)								
sub-total								
C. Other								
TOTAL REVENUE								
SURPLUS / DEFICIT								
ACCUMULATED SURPLUS/DEFICIT								

- | | | | |
|---|--|---|---|
| 1 | From audited financial statements | 5 | Difference between columns 3 and 4 |
| 2 | Current fiscal year request from original submission | 6 | Request Year 2 from original submission |
| 3 | Current fiscal year revised | 7 | Revised Year 2 |
| 4 | Current fiscal year projected to year-end | 8 | Difference between columns 6 and 7 |

**** SaskCulture will email a copy of the Application Summary for Annual Global Funding to PCOs; therefore, PCOs will be responsible for making a back-up of the document.**

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SECTION 6: ANNUAL GLOBAL FUNDING FOLLOW-UP REPORTS

GENERAL REQUIREMENTS FOR ALL PCOS

OVERVIEW

Each Provincial Cultural Organization funded through the Culture Section of the Trust must submit an Annual Year-end Report within ninety (90) days of its fiscal year end. This report will include information as set out in the following Follow-up Report Requirements, and will satisfy the standards of accountability of the Culture Section of the Trust and, where relevant, the Saskatchewan Arts Board. Release of the final 50% of the organizations funding for the current year is dependent upon the receipt and approval of all required components of the Annual Follow-up Report. The information gleaned from these documents is used in a variety of ways to demonstrate impact and accountability of the Culture Section of the Trust.

Follow-up reports must include:

1. Annual Global Funding Follow-up Summary Report (budget form)
2. Audited Financial Statement
3. Bridging notes (to connect follow-up summary to audit, if necessary)
4. Annual Report
5. PCO Annual Follow-Up Profile (statistics form)
6. Cultural Profiles (3 per year)
7. Cultural Impact Statement
8. Monitoring information:
 - Corporate update: current PCO constitution and bylaws
 - Member funding policies and guidelines
 - Current Membership list in electronic format
 - Risk Management: auditor and insurance requirements
 - Lottery recognition checklist

2 copies of the complete report are required by SaskCulture. SAB PCOs must provide an additional copy for the Saskatchewan Arts Board.

PCOs must ensure that they have processes in place to obtain the required information. At minimum, a reasonable and explainable estimate is required. The Cultural Profiles and cultural impact statements requested do take time to research and compose, however, effort applied in these areas is encouraged as the quality of this material will contribute to the success of cultural advocacy and the continuance of support for the Annual Global Funding program.

Notes on Annual Global Funding Follow-Up Contents

1. Annual Global Funding Follow-up Summary Report Form:

- have your President or *other authorized individual* sign the form;
- include the correct grant numbers and amounts for both the year being followed up and the current year. The grant number is included with your grant letter.
- provide consistency for the line items and budgeted amounts from one report to the next. The chart below shows what each column from your Follow-Up budget form should match.

Follow-Up Budget Form	Matches
Column 1 - Request	Column 5 from previous year's report
Column 2 - Revised	Column 6 from previous year's report*
Column 3 - Actual	the Audit submitted with the report**
Column 5 – Current year request	Column 6 from current year's submission form, the original request for the current year
Column 6 – Revised	Shows the adjustment from Column 5 made based on the grant amount allocated for the current year.

* the revised budget that was submitted at the beginning of the year (previous year's follow-up). Even if you have made revisions to your budget later on in the

year you must use the revised budget that was submitted in the initial part of your year.

**** match the figures in the “actual” column on the follow-up grant summary with the figures in your audit. The total should be the same in both documents. *The line items in your audit may be different than the form. In this case a bridging note of explanation is needed.***

- provide the amount of your organization’s surplus or deficit, as well as accumulated surplus or deficit, for the year being followed up as well as what is anticipated for the current year. *Do not complete variance columns for accumulated surplus/deficit.*
- Clarification of Budget Categories, this form is used to collect standard financial data from all PCOs. This information is entered into the AGF database.

Expense categories:

Administration – Personnel: include salaries, benefits and contract fees for permanent employees and administrative contract staff. Include staff professional development costs under Personnel-Other. Contract fees for services other than administrative, should be included in the appropriate expense area. For example, a contract fees for a newsletter editor should be included in Communications-Newsletter, An organizational consultant or facilitator should be included in Corporate Business-Professional Fees. Contract fees related to specific program delivery such as a workshop resource person or conference coordinator should be included with the expenses for that program. *It is no longer necessary to separate out the program personnel costs from the general program costs.*

Travel and Meetings: Travel and meeting expenses related to strategic planning retreats and group training sessions should be identified under Travel/Meetings-Other. Staff travel for professional development should be identified under Personnel-Other.

Corporate Business: Professional Fees – Include legal and auditor fees. Management consultants and facilitators can be included in this category.

Other: When completing the application summary form please provide line item descriptions for items of greater value than \$1,000. Although the sample form provided has the category “other” in each section, the “other” is not to be substituted for “miscellaneous”. When providing a sample form the category “other” was inserted in each block because many PCOs have items that pertain specifically to them. If you have a miscellaneous line item (less than \$1,000) in particular blocks please define the line as such.

If the “other” category contains numerous line items that would substantially increase the length of the summary form by being included you may want to list the total amount as “other” and provide a footnote that indicates where the breakout for those items is located in the detailed budget.

Revenue Categories:

Surplus/Deficit: This is the difference between revenue and expense in the year the column pertains to.

Accumulated Surplus/Deficit: This is the sum of the year’s surplus/deficit plus the surplus/deficit that has been carried over from previous years. The previous year’s actual should reconcile to your audited financial statement. Projections for the current and request years are relevant. Do not complete variance columns (5 and 7).

Explanation of significant variances: Provide explanations of **significant variances only** (20% change +/-) for both the year most recently followed up and the current year revised and projected.

Below is a breakdown of the revenue and expense categories used in SaskCulture’s AGF database:

REVENUE

Grants

Sask Lotteries Trust – AGF – annual funding allocated by the CAC

Sask Lotteries Trust – AGF Other – one-time amounts that may be allocated by the CAC as a result from your submission

Sask Lotteries Trust – Other – CAP, MIF, Community Grant Program, etc. or other lottery money derived from the Saskatchewan Lotteries Trust Fund

Agencies – Other – corporate sponsorship e.g. IPSCO

Other – grants that come in and don't fit in other categories and are likely a one-time amount

Municipal Government – dollars from directly from the City of Regina , City of Melville, etc.

Provincial Government – Other – departmental dollars

Provincial Government – Municipal – dollars from the Department of Municipal Affairs

Federal Government – Other – departmental dollars

Federal Government – Canadian Heritage

Federal Government – Canada Council

Agencies – National – dollars received from organizations like RedCross

Agencies – Provincial – SAB – grants received from the SAB, for example the Project Assistance Grant Program

Agencies – Provincial – SAB Other – one-time amounts for SAB clients

Agencies – Provincial – SaskFILM – dollars received from SaskFILM

Agencies – Provincial – Other – dollars received from provincial public organizations including Crown Corporations and the Cultural Industries Development Fund

Agencies – Provincial – Saskatchewan Heritage Foundation (SHF) – money allocated from SHF

Self-generated

Program/Services Fees – revenue generated from providing programs and services

Membership Fees – revenue from membership fees paid to the organization

Other

Fundraising Projects

Donations

Other

Other – Interest – bank interest

Other– an example would be GST recovered

EXPENSES

Administration

Personnel– all salaried employees of organization

Office – office expenses for example office supplies, postage, etc.

Other

Travel and Meetings

Staff – travel and meeting expenses related to staff

Volunteer– travel and meeting expenses related to volunteers

AGM – meeting expenses related to your organization’s AGM

Other– travel and meeting expenses related to strategic planning retreats, group training sessions, etc.

Corporate Expenses

Memberships – organizational member fees to external organizations

Professional Fees – organizational consultant, facilitator fees, legal, auditor fees, etc.

Insurance – auto liability, participants’ liability, employee bonding, etc.

Other

Public Relations and Communications

Newsletter– newsletter production via email or paper, etc.

Other– could include web site, poster development, etc.

Programs and Services

Personnel– program specific contracts

Program and Services – expenses accumulated from providing programs and services

Member Funding – lottery dollars dispersed to member organizations

Other

Other

Other Interest

Other

2. Audited Financial Statement:

- ensure that the copies of the audit submitted is signed by at least two (2) directors.
- If your annual report includes a complete signed audit for the Follow-Up report year there is no need to include a separate copy.
- **Lottery revenues should be specifically identified and broken down Annual Global Funding and “Other”.**

Preparing for the Audit

PCOs should provide the auditor with a copy of the AGF Grant Follow-up Summary Form so that the auditor understands the line item breakdowns in the Trust documents. PCOs are not required to match these line items up completely but the closer the auditor can prepare the audit the easier your job will be in completing the follow-up report.

3. Bridging Notes:

If the line item breakout in the AGF follow-up summary form is quite different from the line items in your audit please provide a sheet to assist those reviewing the follow-up report in understanding the differences. This is necessary in order to enter the financial data into the AGF database. For example, if your auditor puts the costs for your annual general meeting under something other than travel and meetings, i.e. corporate expense or program, and you move it to the appropriate category on the grant summary form please use this document to note such a change.

4. Annual Report:

Include a copy of the annual report prepared for your annual general meeting. If your organization does not produce an annual report please include a copy of the minutes from the annual meeting and any reports presented to that meeting.

5. Annual PCO Follow-up Profile:

SaskCulture Inc. requests information in AGF Follow-up Profiles from Provincial Cultural Organizations for two purposes:

- to ensure accountability for funds granted; and
- to compile information for advocacy purposes.

This report will be used to generate the information in the PCO database so taking the time to provide us with an accurate reflection on your organization's activities is essential

The first section of the profile collects common statistical data that is entered into the AGF database. The second section of the profile collects unique data, information on Cultural Profiles and cultural impacts that articulate the impact of PCOs. Proceed through the document answering the questions and completing the blanks as presented.

Part 1 – Overview:

This part of the follow-up profile simply identifies the source of the information and the year the information relates to. A report checklist has been added.

Part 2 – Membership:

This part of the profile enables SaskCulture to provide information on the scope of individuals and organizations being served through the Culture Section of the Trust. Provide **current information** on the number of individuals and organizations holding current membership in your organization.

Number of Individual Members:

Include all categories of individual membership. For example, if your organization has a student category, include the total of student memberships with the individual membership numbers.

Number of Member and Benefiting Organizations:

Organizational Members: include the total number of organizations and businesses holding current membership in your organization or that can be considered to be actively engaged and/or benefiting from PCO program/services.

If your organization does not offer either individual or organizational membership, indicate N/A (not applicable) in the appropriate area.

Provide your most reasonable estimate of the breakdown of membership by Youth, Adult and Senior. PCOs should be aware of whom they represent and have a working knowledge of this breakdown in order to meet their mandate and serve their membership.

Part 3 – Volunteers:

Please provide a chart of the volunteer contributions to your organization and attach a background sheet detailing how you arrived at your numbers. An example might look like this:

Volunteer Type	# of Volunteers	Breakdown of volunteer hours	Total hours /year
PCO Volunteers			
board members	10	@ 2 hours per week for 40 weeks	800 hrs
committee members	15	@ 3 hours per month for 10 months	450 hrs.
# of PCO board and committee volunteers (above) that are aboriginal	2	N/A	N/A
other PCO volunteers	25	Conference volunteers 25 @ 50 hours	1,250 hrs.
Member Group Volunteers			
Board members	120	20 groups with avg. of 6 board members per group @ 2 hrs per week for 40 wks (80 hrs)	9,600 hrs
Committee volunteers	400	avg. of 20 program vol. per org (20 x 20) @ 30 hours per year	12,000 hrs
other Volunteers	520	Supporting various member group programs avg 26 volunteers per org @ 20 hours per year	10,400 hrs

Note: There is often not a clear distinction between volunteer and participant. For the purpose of the volunteer statistics, SaskCulture aims to monitor the level of volunteer

contributions to supporting the delivery of cultural organization programs and services, rather than those participating in the program.

Part 4 – Programs:

Note: new guidelines for this section will be released by March 2005.

When providing the numbers for programs and services please include both member and public events. Also, if a program has a number of events within series, each series should count as a program rather than each class or event within that series counting as a program.

Total Participants: Please attach a background sheet detailing how you arrived at your participation numbers. A list or participation by program areas would be best.

Remember to attach a listing of the programs your organization (PCO itself) offered for the fiscal year just completed as well as what it is offering for the current year. All we need is the list, the detail will have been provided in your funding application.

Part 5 - Grant Programs Summary:

This section has been expanded to include member funding programs as well as other grant programs offered by the PCO. Complete the chart and then attach a list that details the lottery fund amounts that were distributed to organization and individual grant recipients. This list should only include those who have received any direct funding (an actual cheque) for member funding, program/service delivery, etc, for the fiscal year just completed and the amount(s) they received. The key here is not whether the program is called Member Funding but that an actual sum of money has been transferred from the PCO to another group or individual. For organization grants include the name the organizations, a contact person and address for each of them, plus the amount of lottery funding provided to that member organization.

Part 6 - Cultural Profiles:

Please use the form provided. Cultural Profiles are the ‘soft’ information that complements or enhances the ‘hard’ facts. They are the examples that give life to the statistics and demonstrate how investment in culture improves the quality of life in

Saskatchewan. They help SaskCulture illustrate the benefits these experiences have on our society. The Cultural Profiles form can be used to submit examples of cultural successes throughout the year, however a minimum of 3 cultural profiles are requested as part of the PCO Follow-Up report. PCOs are encouraged to make the Cultural Profile form available to member organizations. Cultural Profiles do not have to be directly related to the work of the PCO, they may be related to the work of PCO member groups and others in the cultural community.

Priorities for Cultural Profiles themes change from time to time based on the advocacy needs of the community. Please pay attention to the priority themes identified on the Cultural Profile form.

Part 7 - Cultural Impact Statement:

Keep your Cultural Impact Statement within the requested 2 page maximum. Brief statements to highlight areas of your submission are preferable to repeating information already included in the body of your submission.

Part 8 - Monitoring Information:

This section includes information that is monitored by SaskCulture to confirm maintenance of eligibility requirements.

- a) Corporate Update: Provide current copies of your constitution and bylaws if not already on file. Significant changes must be highlighted.
- b) **Membership List Attachment: This is now required in electronic format.** Membership information will be entered into the AGF database in order to provide a composite picture of the scope of PCOs. This information should be produced in excel and provided either on disk (PC formatted) or via email. The list should contain the following fields of information on your organizational members: organizational name and city. For individual members please provide the location of the member and under name indicate individual.

Name	Location
SaskCulture Inc.	Regina
Individual	Melville

- c) **Member Funding Policies:** Submit one copy of the member funding policies and guidelines if not already on file – highlight significant changes.
- d) **Risk Management Requirements:** This section verifies that the PCO has a qualified auditor and maintains at least the minimum level of insurance required by the Trust.
- e) **Lottery recognition checklist:** Provided with the follow-up report, this checklist allows the PCO to report on recognition practices. Be sure to include evidence wherever possible of required lottery recognition practices. A summary report (Appendix B) will be provided annually to the PCO and results may be shared with the adjudication committee.

Follow-up Summary Report Annual Global Funding

This form is to be used as a guide to design your own follow-up summary form on your own computer. Please note that as this form is used to collect standard financial data from all PCOs, it is important to report using these standard expense and revenue categories.

Name of Organization		Non-Profit Corporation #
Mailing Address	City/Town	Postal Code
Contact Person	Office Phone	Fiscal Year Start (d/m/y)
<i>Name of Signing Officer</i>	<i>Signature of Signing Officer</i>	

Follow-up Component		Revised Budget Component	
Grant #	Grant Amount	Grant #	Grant Amount
C:0_:_	\$_ , _	C:0_:_	\$_ , _

	YEAR BEING FOLLOWED-UP				REVISIONS FOR CURRENT YEAR		
	Request ₁	Revised Budget ₂	Actual ₃	Variance (2-3) ₄	Request ₅	Revised ₆	Variance (5-6) ₇
EXPENDITURES							
A. Administration personnel office other sub-total							
B. Travel/Meetings staff volunteers AGM other sub-total							
C. Corporate Business memberships professional fees insurance other sub-total							
D. PR and Communications newsletter other sub-total							

E. Programs /Services personnel program/services member funding other sub-total							
F. Other							
TOTAL EXPENDITURES							

	YEAR BEING FOLLOWED-UP				REVISIONS FOR CURRENT YEAR		
	Request ₁	Revised Budget ₂	Actual ₃	Variance (2-3) ₄	Request ₅	Revised ₆	Variance (5-6) ₇
A. Self-generated membership fees program/service fees fundraising corporate sponsorship sub-total							
B. Grants Saskatchewan Lotteries Trust - AGF Saskatchewan Lotteries Trust - other other agencies sub-total							
C. Other							
TOTAL REVENUE							
Surplus/Deficit							
Accumulated Surplus/Deficit							

Column Legend

Follow-up for previous year

1. Funds originally requested
2. Revised budget approved at beginning of year
3. Actuals taken from audited financial statement
4. Difference between revised budget and actuals (2-3)

Revised Budget

5. Funds originally requested
6. Revisions budget approved at beginning of year
7. Difference between request and revisions (5-6)

2. Membership:

(a) # of Individual Members _____

Estimated # Youth _____ (19 & under) Adult _____ (20-54) Senior _____ (55+)

(b) # of Member Organizations _____

of Individuals represented by Member Organizations _____

Estimated # Youth _____ (19 & under) Adult _____ (20-54) Senior _____ (55+)

3. Volunteers :

(a) Total # of Provincial Organization’s Volunteers _____

(b) Total # of Provincial Organization’s Volunteer hours per year _____

(c) Total # of Member Organizations’ Volunteers _____

(d) Total # of Member Organizations’ Volunteer hours per year _____

(e) Please attach one sheet explaining how your organization arrived at the above figures.

4. Programs:

a) Please provide a list of the programs/services provided by your organization for the fiscal year completed.

b) Total # of programs offered by Provincial Organization: _____
(This number should include both member and public events)

Estimated # of participants _____

Estimated # Youth _____ (19 & under) Adult _____ (20-54) Senior _____ (55+)

c) Total # of programs offered by member groups: _____
(This number should include both member and public events)

Estimated # of participants _____

For each cultural criteria area, provide a brief statement and highlight a few of your best examples of how your organization is making a significant cultural impact:

- A. Unique and relevant contribution to culture
- B. Development of Culture in Saskatchewan
- C. Increased recognition of the value of culture
- D. Recognition of Diversity

Optional: Provide your best examples of where your organization is making significant economic and social contributions.

8. Monitoring information

(a) Corporate Update

Has the organization’s constitution been updated in the last 12 months? Yes ____ No ____

Include ONE COPY of the organization’s constitution and bylaws or indicate that it is already on file with SaskCulture. Bylaws already on file ____ Included with report ____

Highlight any significant changes and briefly state reasons for changes.

(b) Member Funding Program Policies and Guidelines (if applicable): Provide one copy of the following materials for funding programs supported partially or in whole by Lottery Funds: Terms of Reference, application and reporting guidelines and forms.

(c) Membership list in electronic format: Please forward a listing of organization’s membership list in electronic format that includes the following:

For Individual Members: <i>“Individual”</i> Or For Organizational Members: Corporate Name	Location (city, town, RM, etc.)	Type of membership: Individual or Organizational If your organization has additional membership types (i.e. student) indicate status: Individual or Organizations
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Note: this is a new requirement, see Section 6 Follow-Up notes for instructions.

(d) Risk Management Requirements:

Auditor: Are your financial statements audited yearly by a firm registered with the Institute of Chartered Accountants, Society of Management Accountants, or Certified General Accountants?

Yes ___ No ___

Firm Name _____

Address _____

This is a Trust requirement. Check with your auditor to ensure they are a registered firm. Individual status is not sufficient.

Insurance Requirement : Eligible groups must maintain at least a minimum level of insurance.

Does your organization have the following risk management practices in place?

- General Liability in the amount of at least \$2,000,000
- Participants Liability of at least \$2,000,000
- Directors and Officers Liability, including wrongful dismissal, in the amount of at least \$1,000,000
- Bonding of Employees and Board members in the amount of \$100,000
- Non-owned Auto Liability in the amount of \$2,000,000
- Tenant Legal Liability of at least \$250,000

The above are components of the SaskCulture insurance policy which is available to current SaskCulture members.

(e) Lottery Recognition Checklist:

PCOs are required to acknowledge Saskatchewan Lotteries as a source of funding and promote the benefits of lottery ticket sales. Recognition guidelines are available from SaskCulture Inc. In order to verify recognition please indicate the ways you have recognized Lottery support during the past year in the chart below.

Required Lottery Recognition – Please attach evidence with follow-up report	
<p>Placement of Lottery Logo:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual Report <input type="checkbox"/> Newsletters (electronic and/or print) <input type="checkbox"/> Web site <input type="checkbox"/> Organization Brochure <input type="checkbox"/> Organization Poster(s) <input type="checkbox"/> Event Program(s) 	<p>Member Funding Programs (if applicable)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Policies in member funding guidelines <input type="checkbox"/> Logo in member funding guidelines <p>Other Required Recognition</p> <ul style="list-style-type: none"> <input type="checkbox"/> Listed correctly as funding source in audit <input type="checkbox"/> Web-site links to SaskCulture site <input type="checkbox"/> Lottery overview in Board orientation
Desired Lottery Recognition Practices – complete checklist – evidence not required	
<p>Placement of Lottery Ad</p> <ul style="list-style-type: none"> <input type="checkbox"/> Newsletters <input type="checkbox"/> Annual report <input type="checkbox"/> Program books, directories etc. <input type="checkbox"/> Web site <input type="checkbox"/> Lottery banners up at facilities / office sites <input type="checkbox"/> Lottery banners up at events <p>Lottery Promotion to Member Groups</p> <ul style="list-style-type: none"> <input type="checkbox"/> Monitoring processes in place to ensure compliance <input type="checkbox"/> Distribute lottery material to Member Groups <input type="checkbox"/> activities to promote use of lottery materials 	<p>Verbal Recognition of Lottery Funding</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual General Meeting <input type="checkbox"/> Board Meetings Organization Events <p>Other Recognition Credits</p> <ul style="list-style-type: none"> <input type="checkbox"/> Included on sponsor lists <input type="checkbox"/> On permanent structures, murals, etc. <input type="checkbox"/> Credit on publications and products (videos, CD's) <input type="checkbox"/> In President's and Executive Director's messages <input type="checkbox"/> In media releases, and other reports <input type="checkbox"/> Incentives to purchase lottery tickets <input type="checkbox"/> Event Invitations <input type="checkbox"/> Event Posters <input type="checkbox"/> Publications/Directories

