



COLLINGWOOD
MUSIC FESTIVAL

COLLINGWOOD MUSIC FESTIVAL BOARD GOVERNANCE OVERVIEW

“Great things are done by a series of small things brought together.” (Vincent Van Gogh)



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Charitable Registration #749171088RR0001



COLLINGWOOD
MUSIC FESTIVAL

Welcome to the Collingwood Music Festival! The members of the festival are a group of highly dynamic individuals with a large depth and breadth of experience who are passionate about making a strong impact on the community.

Please take a moment to review the following documents:

- Introduction
- Mission and Vision Statement
- Board Structure
- Code of Conduct
- Statement of Covenant
- Registration Form
- Director Consent Form



COLLINGWOOD
MUSIC FESTIVAL

INTRODUCTION

The Collingwood Music Festival CMF showcases live music performances featuring the highest calibre of internationally-renowned artists presenting in the fields of classical music and beyond to a wide variety of audiences each summer. The concerts vary from intimate chamber music recitals to full orchestral concerts. The Festival also provides local, emerging music talents with the opportunity to perform. The CMF targets the large summer tourist population of the Southern Georgian Bay area, including visitors from the GTA located less than 200 km away.

Research has shown the social, physical and cognitive benefits of hosting a music festival in its community. These benefits can enhance people's moods and nurture a sense of belonging. The Festival remains committed to reducing financial barriers to the arts, offering subscription plans, special promotions for families with children, and volunteer opportunities to ensure accessibility. For example, the Festival has a range of free events geared towards youth, providing them with a unique opportunity to enjoy bona-fide, live music experiences, while helping to build future fans of classical music events.

The Festival's artists come from a diverse range of backgrounds and musical traditions, which add depth and variety to the curative aspects of the Festival's programming. At least one-third of our participating artists have been from minority groups. The addition of Indigenous artists in our programming as well as our growing network of partnerships is expected to diversify our audiences even further.



COLLINGWOOD
MUSIC FESTIVAL

MISSION AND VISION STATEMENT

MISSION

To celebrate the diversity of arts in our community with world-class music performances featuring professional and emerging artists each summer.

VISION

To make accessible the highest calibre of performing artists in the fields of classical and other music genres to a wide variety of audiences, becoming a major cultural hub for the South Georgian Bay region.

OBJECTIVES

- Produce diverse, ambitious music events of the highest calibre each summer with an emphasis on classical music.
- Educate and increase our public's understanding and appreciation of the arts by providing live music performances in public places throughout South Georgian Bay, including churches, community centres and educational institutions.
- Provide instructional seminars on topics related to the performing and visual arts which inspire and engage a diverse array of audiences.
- Enhance the quality of life for both residents and visitors of the Town of Collingwood as well as the surrounding areas in the form of accessible events designed to engage and inspire our public.
- Design special music education seminars, pre-season outreach concerts and workshops to enhance the engagement of children and youth, encouraging them to engage with music and the arts. Provide valuable work experience and volunteer opportunities, within a safe and friendly working environment.
- Grow the town's local economic impact by encouraging partnerships with local businesses. Provide a quality return on investment for corporate sponsors, media partners and regional stake holders in the form of quantitative reports, complimentary tickets and VIP admission to gala events.
- Develop an emerging artists series within the festival to support local talents and a workshop module to connect developing, young artists with internationally-renowned musicians.
- Attract committed, top leaders from the community to sit on the Board of the Collingwood Music Festival charitable organization and oversee its long-term sustainability and social responsibility.



COLLINGWOOD
MUSIC FESTIVAL

BOARD STRUCTURE

Board Chair

- provides overall leadership for the Collingwood Music Festival
- guides the Board, Artistic Director and Project Manager to ensure that the Festival aligns with the organization's mission and vision.
- chairs the Executive Committee which includes the Treasurer and Secretary
- acts as the Spokesperson for the CMF along with the Artistic Director
- presides over all meetings of the Board

Relevant Experience: Board experience and strong leadership skills

Treasurer

- ensures the festival operates within its financial means
- oversees all financials
- oversees the preparation of the annual budget, presents it at the AGM and presents monthly updates to the Board.
- acts as a member of the Executive Committee

Relevant Experience: A background in finance or accounting, experience with budgeting, and financial management, preferably in the non-profit sector.

Secretary

- oversees Board development, governance practices and organizational policies according to ONCA
- ensures appropriate and required documents are filed, the AGM is held as required, and that meeting agenda, minutes, motions and action items of the Board are recorded correctly
- gives required notices of meetings to the Board and members
- acts as a member of the Executive Committee

Relevant Experience: A legal or governance background, knowledge of non-profit regulations, and experience in board development.

Member at Large

- provides advice and assistance on a variety of topics or projects.
- may chair the Fundraising Committee.

Relevant Experience: Board experience is an asset; a passion to see the Festival grow and develop



COLLINGWOOD
MUSIC FESTIVAL

Member at Large

- The Member at Large provides advice and assistance on a variety of matters.

Relevant Experience: Board experience is an asset; a passion to see the Festival grow and develop.

Vice Chair

- will exercise all duties and powers of the Board Chair if the Chair is unable to do so.
- provides advice and assistance on any matters when required

Relevant Experience: Board experience and strong leadership skills

Past Chair

- will provide continuity in a leadership role
- will lead recruitment of new Board members

Relevant Experience: Previous Board Chair of the CMF

* The Fundraising Committee leads efforts to secure funding from sponsors, grants, and donors to support the festival's financial needs. The committee is responsible for fundraising drives, organizing fundraising events and hospitality for donors at all events including the Festival. The Artistic Director and GM sit on this Committee.

Relevant Experience: A background in fundraising, grant writing, and donor relations, along with connections in the corporate and philanthropic sectors.



COLLINGWOOD
MUSIC FESTIVAL

CODE OF CONDUCT

The Code of Conduct is a statement of essential principles by which the Officers, staff and volunteers of the Collingwood Music Festival (CMF) will conduct themselves in carrying out their duties and activities which protect the integrity of the CMF and its capacity for effective governance.

The Code of Conduct will encourage collective decision making, shared objectives, shared ownership and respect for Board decisions.

Respect for confidentiality of patrons, donors, sponsors, artists (and others not mentioned) is the cornerstone of trust and confidence. All matters dealt with by the Board of Directors will be held in the strictest confidence. Confidentiality continues indefinitely after an individual has left the Board, committee, employ or as a volunteer of the CMF.

Officers, staff and volunteers will conduct themselves at all times in a manner that:

- supports the objectives of the CMF
- serves the best interests of the CMF rather than the individual
- brings credibility and good will to the CMF
- respects principles of fair play and due process
- demonstrates respect for individuals regardless of cultural, linguistic or life circumstances
- respects and gives fair consideration of diverse and opposing viewpoints
- demonstrates due diligence and dedication in preparation for attendance at meetings, special events and all other activities of the CMF
- demonstrates good faith, prudent judgment, honesty, transparency and openness in their activities on behalf of the CMF
- exercises responsibilities at all times with due diligence, care and skill in a reasonable and prudent manner.
- keeps confidential all information about officers, staff, volunteers, artists, patrons, donors and all matters specifically determined to be matters of confidence especially those dealt with during Board meetings.
- conducts in a spirit of collegiality and respect for the collective decisions of the Board and subordinates personal interests to the best interests of the CMF.
- demonstrates responsibility and transparency in fiduciary responsibilities and public trusteeship
- avoids and immediately declares any real or perceived conflicts of interest
- conforms with the Bylaws and policies approved by the Board
- publicly demonstrates acceptance, respect and support for decisions by the CMF
- respects and gives time for others to voice their opinions

Officers will leave a meeting unified in its decisions. Concerns will be voiced internally at the first opportunity.



COLLINGWOOD
MUSIC FESTIVAL

STATEMENT OF COVENANT

As a member of the Board of Directors of The Collingwood Music Festival,
I, _____, understand that my duties and responsibilities to the Board
include:

1. Being morally responsible for the health and well-being of this organization by pledging to help realize the mission and vision.
2. Being fiscally responsible by understanding the budget, assisting in planning the budget, and participating in fundraising to meet that budget.
3. Being legally responsible by knowing and approving all policies and programs, and helping to oversee the implementation of the same.
4. Attending all Board meetings, either in person or virtually, unless there are circumstances beyond my control.
5. Understanding that if I am absent without excuse from regularly scheduled Board meetings and unable to join virtually more than 3 times in a year then I may be asked to resign from the Board.
6. Reading all materials sent to me in advance of the board meetings so that I can actively participate in Board discussions.
7. Knowing that if I neglect my duties or if I act in bad faith, I may be held personally liable in suits brought by a private person, business, governmental entity or the organization itself. However, I understand that I am not responsible for the day-to-day operations of the organization as these are the responsibility of the Artistic Director.
8. Working to fundraise for The Collingwood Music Festival in whatever ways are best suited for me. These may include individual solicitation, helping with special events, writing mail appeals and the like. There is no set amount of money that I must raise because I am making a good-faith agreement to do my best, and bring in as much money as I can.
9. Acting with the care and loyalty required of Board members, and putting the interests of the organization first. I will observe the organization's conflict-of-interest policy in letter and spirit, taking care to disclose publicly any conflicts that arise in the course of my business or the organization's, and to recuse myself from decisions that create or appear to create a conflict of interest for me.



COLLINGWOOD
MUSIC FESTIVAL

10. Promising to preserve the investment of time and money made over years by all the donors and volunteers who created this organization and brought it to this point.

In its turn, The Collingwood Music Festival is responsible to me in a number of ways:

1. I will be sent regular financial reports that allow me to review The Collingwood Music Festival's financial position.
2. I can call on the paid staff to discuss program and policy, goals, and objectives.
3. Board members and staff will respond in a straightforward and thorough fashion to any questions I have that I feel are necessary to carry out my fiscal, legal, or moral responsibilities to this organization.
4. D&O insurance will be provided by The Collingwood Music Festival.

I will respect and abide by the CMF's Bylaws, Policies, Code of Conduct and decisions of the Board.

Signature of Board Member

Date



COLLINGWOOD
MUSIC FESTIVAL

REGISTRATION FORM

Full Name (include any middle names) _____

Street Number & Name _____

City/Town/Municipality _____

Postal Code, Province _____

Date of Birth (month/date/year) _____

Email _____

Phone number _____

Best time to reach you _____

Any food allergies _____

For Board term beginning _____ and ending _____



COLLINGWOOD
MUSIC FESTIVAL

CONSENT TO ACT AS A DIRECTOR

I, _____ (full name in print)

hereby consent to act as a Director of the Collingwood Music Festival

Signature

Date

Business Corporations Not-for-Profit Act, 2010