



**The Federation of Canadian Music Festivals  
La Fédération canadienne des festivals de musique**

**CHART OF PRIORITIES AND TIMELINE**

The following priorities and timeline were established at the February 2019 Board of Governors Meeting in Toronto. We are pleased that most items are complete with the remaining items well in-progress. Some initiatives are on-hold until health restrictions relating to the COVID-19 pandemic are lifted.

<b>GOVERNANCE TASK FORCE</b>		
<b>Suggested Time Line</b>	<b>Task</b>	<b>Status</b>
May 2019	Based on current P&P, Task Forces supply suggested terms of reference to be reviewed by TF. Goal: identify areas of overlap and parameters (limit of authority)	Completed 2019
April General Meeting	Submit Notice of Motions re: new affiliation fees/voting/bonus performances/new fee due date	Completed 2019 Notices of Motion
	Look for a pro bono lawyer with expertise in governance. Lawyer to provide guidance in bylaw changes needed to restructure.	<ul style="list-style-type: none"> <li>• Research indicated that the CRA has guidelines for model Non-Profit Bylaws which can be customized.</li> <li>• A lawyer has agreed to advise FCMF as needed</li> </ul>
August 2019 AGM	Present bylaw change proposal (skeleton) and rationale at AGM	Completed 2019 Notices of Motion passed
April 2019 – August 2020	Work out new structure/board and bylaws for vote at 2020 AGM	Approved at the 2020 AGM
<b>NATIONAL MUSIC FESTIVAL TASK FORCE</b>		
2019 NMF	Masterclasses	
	<ul style="list-style-type: none"> <li>• Longer with adjudicator spending more time with each competitor</li> </ul>	Implemented 2019
	<ul style="list-style-type: none"> <li>• Competitor indicates on entry form the repertoire they want to work on with the adjudicator</li> </ul>	Implemented 2019
	<ul style="list-style-type: none"> <li>• Portion of time spent collaboratively with all competitors</li> </ul>	Implemented 2019
	<ul style="list-style-type: none"> <li>• No accompanists required</li> </ul>	2019 Adjudicators given choice whether, or not, to have accompanist after concerns were raised by some adjudicators
	Festival Program - Ask summer music programs and university music departments to purchase business card-sized ad	Implemented 2019
	Offer a professional development presentation for competitors twice during the Official Rehearsal Day	Implemented 2019
	Offer solo orchestral performance[s] for Grand Award Winner	Two orchestras contracted for 2019; offered previously in 2017 and 2018
	Live streaming of Grand Award Competition	Implemented 2018 and 2019
2020 NMF	Based on previous year Affiliation Fees, provinces may send more competitors according to a formula	Implemented in 2019

	Add more levels, possibly starting with Juniors (to be defined) in Year II and Intermediates (to be defined) in Year III or vice-versa	Motion passed at August 2019 AGM to implement addition of younger classes as early as 2021 if sufficient finances are available. The NMF and Syllabus Task Forces specific class descriptions for string and piano classes as a trial. Notice of Motion approved at 2020 AGM to implement in 2021, with remaining classes in 2022.
	Move to one adjudicator per discipline to allow much more time for one on one sessions, masterclasses	Motion passed at the 2019 AGM for implementation in 2020. 2020 adjudicators contracted under this model, but the NMF cancelled due to COVID-19 health restrictions.
	Provide larger rooms for Masterclasses	Implemented in 2019; is somewhat dependent on availability at host university
	Masterclasses open to the public, for a fee	Masterclasses have always been open to the public; a fee was implemented in 2019
	Syllabus Re-write with consideration given to a new format for performance	Motions passed at April 2019 General Meeting to move to recital format effective 2020 NMF; some changes in maximum performance times to reflect usual timings eg. brass and voice Syllabus Sub-Task Force reviewed complete layout of Syllabus to incorporate new naming of the 'Streams', changes to awards, and addition of the Development Stream
	Consider additional classes – Concerto, Canadian Music, Contemporary	<ul style="list-style-type: none"> <li>• Additional concerto class considered at 2019 AGM but more information on financial and scheduling implications and time needed for provincial associations to have the infrastructure in place. The NMF and Syllabus Task Forces need to do more work on the specifics following discussion at 2019 AGM. On hold, pending lifting of pandemic health restrictions.</li> <li>• Additional classes such as Composition, Canadian and Contemporary need research, and further consideration</li> <li>• Composition class descriptions prepared and circulated as Notice of Motion was accepted at 2020 AGM with an implementation date of 2022.</li> </ul>
	Add more Professional Development workshops throughout the week for competitors	2021 Virtual Competition will include offering workshop[s]
	Performance opportunities for all discipline winners including orchestral solo performances, recital tours, possible recordings and broadcasts	<ul style="list-style-type: none"> <li>• National office has started work on performance opportunity for all 1st place winners for 2020. Work halted on this due to COVID-19 cancellations and restrictions</li> <li>• NMF TF Survey of young Canadian Musicians indicated these opportunities are desired</li> </ul>

	Audience Building/Marketing	
	<ul style="list-style-type: none"> <li>Market the event as THE place to see up and coming Canadian musical talent. Offer packages including room, board and a pass which includes adjudicated sessions, masterclasses, professional development sessions and tickets for final concerts.</li> </ul>	<ul style="list-style-type: none"> <li>Tickets to all events including open social events, program, and swag were available on FCMF website 2018 and 2019.</li> <li>Accommodation and travel arrangements provided on FCMF website, with links for discounted rates where available, since 2017.</li> <li>Fall 2018, FCMF contracted a Social Media Co-ordinator to manage the FCMF Facebook, Twitter and LinkedIn accounts. The Social Media stats show a tremendous increase in outreach and visibility across Canada.</li> <li>2020 Summer student prepared and scheduled posts, including promoting the Alumni Virtual Festival and alumni's activities</li> </ul>
	<ul style="list-style-type: none"> <li>Build an audience base - Building an audience base is challenging with a product [festival] that moves from location to location annually across the large country that is Canada. Revisit having a "resident" location and ways to equalize travel costs for provinces</li> </ul>	<p>Under review by the Task Force  It was agreed NB would host in 2020 and 2021 as trial of this model  2020 cancelled due to COVID-19  2021 virtual  2022 Sackville, NB  Equalized travel discussions on hold due to COVID-19 restrictions on travel</p>
	<ul style="list-style-type: none"> <li>Collaborate with national music organizations including but not limited to: Canadian League of Composers, ACCC, RCM/Glenn Gould, Conservatory Canada, CFMTA, NYO, CMFAA, National and International summer programs.</li> </ul>	<ul style="list-style-type: none"> <li>National office continues to nurture relationships with RCM/Glenn Gould, CFMTA, CMFAA, Long &amp; McQuade that have been in place since 2017 and prior. This has resulted in increased advertising and sponsorship revenue.</li> <li>A significant amount of research was done in summer of 2019 by FCMF summer students to build databases and make connections with alumni competitors, alumni adjudicators, new donors, universities, and colleges with music programs.</li> <li>2020 summer student has expanded the alumni database and contacted many requesting updates so we can promote their artistic activities on Facebook</li> </ul>
2021	Expand on all the above	In process
	<ul style="list-style-type: none"> <li>Syllabus – add further classes including non-traditional and ethnic/indigenous music classes</li> </ul>	In 2021 syllabus, the statement "Canadian music is encouraged" was expanded to include 'Indigenous'