



Festivals Kelowna

(Festivals and Special Events Development Society of Kelowna)



2007 – A Year in Review

Presentation to Kelowna City Council
January 28th, 2008

Introduction:

Festivals and events play an important role in our community, from providing activities that attract and entertain visitors, showcasing our vibrant arts and cultural industry, highlighting our City as a world class sporting venue, to creating economic opportunity for vendors and suppliers, and generally enhancing the quality of life in our community.

Recognizing the importance of this industry, and wishing to develop a technique for providing support, the City of Kelowna authorized the creation of the Festivals and Special Events Development Society of Kelowna (Festivals Kelowna) in January of 2006.

Through the work of a Transition Committee, and then a community-based Board of Directors, the new society was officially formed in February of 2007 and undertook the short-term work plan as outlined in the society's Policies and Procedures planning document.

The main purposes of the new society were:

- To produce and manage three City of Kelowna events including:
 - Life & Arts Festival
 - Parks Alive!
 - Celebrate Canada Day – Kelowna
- To provide strategic advice and guidance to the City of Kelowna regarding local festivals and special events
- To take a leadership role enhancing festivals and special events through collaborative processes in order to attract increasing levels of tourism to community

This report will summarize the activities of Festivals Kelowna during its inaugural year and will include:

- An introduction of the Board of Directors
- An introduction of society staff
- A review of highlights from the program activities during 2007
- A financial overview
- A brief review of challenges faced in 2007, and
- Proposed activities for 2008

Board of Directors

The inaugural Festivals Kelowna membership was comprised of nine representatives from the private and public sectors appointed by a Council approved Nomination Committee. These members formed the society's first Board of Directors and included:

Nathalie Bomberg, President
Brian Ratcliffe, Vice President
Arvind Sharma, Treasurer
Alanna Vernon, Secretary
Reid Oddleifson, City of Kelowna Representative
Dean Clarke, Private Sector Representative
Robert Fine
Dawn Antle
Sheila Olcen City of Kelowna Representative

Organizational Structure

In this first year, the Board of Directors committed significant time and energy to create an effective and practical organizational framework for the society, which included:

- Adoption and expansion of the Policies and Procedures manual drafted by the Transition Committee
- Development of financial processes, guidelines and evaluation procedures
- Formation of board-based standing committees
- Development of organizational planning tools such as:
 - creation of an annual planning cycle and identification of key timelines
 - budget development process
 - program development and evaluation process
- Preliminary development of a corporate identity for the society, including the creation of a new logo

The diligent efforts of this inaugural board have created a solid foundation for future boards to build upon that will serve the organization well as it moves forward.

Festivals Kelowna Staff

One of the reasons behind the creation of Festivals Kelowna was to develop operational efficiencies between three City of Kelowna events, and when possible, extend these resources to assist other festivals. Using this new staffing model for each of the society's events would provide continuity of knowledge and experience, resulting in better and more professional events.

Current staff include:

Renata Mills, Executive Director
Dorothee Birker, Artistic Director (January – August 2007)
Janet Anderson, Artistic Director, (September 2007 to current)
Christina Ferreira, Communications and Marketing Coordinator
Ashley Perry, Programming Coordinator
Kim Smith, Operations Coordinator
Frankie Molzahn, Volunteer Coordinator (January to May 2007)
Dorothy Parks, Volunteer Coordinator (June 2007 to current)
Warren Brock and Sylvia Hermans, Fund Development Coordinators (contract position)
Sonya Barker, Executive and Programming Assistant

Additional short-term project staff include:

Lesley Spiegel, POSH Producer, Life & Arts Festival
Doris DelMedico, illuminArts Assistant Coordinator
Josiane Couture, Programming Assistant, Parks Alive!
Cheryl Gollub, W.R. Bennett Bridge Celebration, Project Manager

In addition to these full-time, part-time and contract staff positions, the society also created a working committee to provide input and direction for the Celebrate Canada Day – Kelowna activities. Members of this committee included community members, a representative from the Downtown Kelowna Association, and members of the Folk Fest and Kelowna Canada Day Concert societies.

Festival and Event Program Activities:

Festivals Kelowna produced three festivals and events in 2007:

1) Life & Arts Festival

- Fourth annual, held May 11th to 13th
- Featured a diversity of high calibre arts and cultural performances in a variety of venues throughout Kelowna's Cultural District.

- o Attendance and community awareness of the festival continued to grow ; estimated 18,000 people took in festival over three days compared to 15,000 in 2006
- o Strong corporate support helped achieve revenue goals, with over 50% of sponsors returning from the 2006 festival
- o Broad-based marketing activities resulted in extensive and positive media support

Key festival elements included:

POSH

- o official fundraiser and opening night reception to the festival weekend; a “progressive reception” where patrons move between five venues sampling food and beverages, and experience live cultural performances.
- o Event was a sell out with all 350 tickets sold two days in advance.

illuminArts Lantern Celebration

- o one day element featuring community-made, hand-crafted, light sculptures placed throughout Waterfront Park alongside live cultural performances
- o increased community involvement this year with higher attendance and greater number of public-produced lanterns

Cultural performances /interactive workshops/displays

- o 4 outdoor stages and 2 indoor stages
- o 10+ outdoor “performing pitches”
- o Over 80 hours of live performances
- o Over 50 different performing groups and 150+ performing artists
- o Presented greater number of national and international touring performers than in previous years

Artisan Marketplace and Crafter's Walkway

- o Showcase of 70 professional artisans and crafters
- o Nearly sold out available space and continued to expand diversity of artists

Kids' Day

- o One day, youth-focused interactive workshops and live cultural performances
- o Significant response from schools, with a 40% increase in participants over 2006; 1523 school children from Oyama to Summerland

Design for Life

- o New element introduced in 2007 highlighting design process and its impact on daily life
- o Well received, providing significant growth opportunity to build upon

2) Celebrate Canada Day – Kelowna

- o Community-based celebration featuring activities throughout Waterfront Park and in Prospera Place
- o Activities included:
 - o Folkfest multicultural food fair and live cultural performances
 - o Canada Pops evening symphonic concert
 - o 20+ hours of live entertainment on three stages in Waterfront Park throughout day
 - o Downtown Kelowna Kids' Zone
 - o Model Sailboat Regatta and Selah Voyageur Canoe Rides
 - o Made in Canada Marketplace and Taste of Canada Food Fair
 - o Watch it Grow Community Banner and tree seedling give away
 - o Citizenship Ceremonies at the Kelowna Community Theatre
- o Extremely successful collaboration realized between Festivals Kelowna, Folk Fest, and Canada Day Concerts Society in areas such as:
 - o Combined marketing and communications campaign

- Combined program elements such as single opening ceremonies and birthday cake
- Shared staff, operational, and programming resources
- Collaboration led to:
 - Increased attendance during daytime activities, especially at FolkFest
 - Consistent and increased messaging about event activities and the onsite donations campaign
- Local media to be commended for their support by providing significant publicity on event details to community
- One disappointment for the event was cancellation of fireworks display Note: community response to cancellation was very positive, with limited negative feedback.

3) Parks Alive!

- 10th annual year for successful and popular arts and entertainment program that delivered a comprehensive schedule of community-focused programming like in previous years.
- Parks Alive! presented six concert series, five days a week, including two weekly series which moved throughout Kelowna two days a week during July and August
- Over 139 performing artists were featured at 52 events held in 13 parks.

Highlights:

- Sponsorship support was strong with 95% of sponsor targets met, including addition of two new program partners in Envision Financial and Standard Radio (101.5 SILK FM)
- Partnership with Standard Radio and the Canadian Talent Development funds allowed program to feature an increased number of national, professional caliber Canadian performers
- Grants secured were 50% higher than projected, and the onsite donations campaign achieved 37% more than projected
- Programming partnerships continued with community organizations, such as the French Cultural Centre and the Westbank Country Opry
- Decreasing participation and ongoing challenge of delivering an artisan program that met needs of all stakeholders led to cancellation of Art in the Park program
 - Note: Development of a new artisan program for 2008 is currently underway, with active involvement and input from the artist community

4) Festivals Kelowna Hosts

- Volunteer program developed in 2006 to provide Festivals Kelowna and other local festivals and events with consistently available, trained team of volunteers who could provide superior frontline public relations and guest services support
- The number of Hosts has increased by 48% over 2006 and now includes 40 active Hosts
- Festivals Kelowna Hosts provided support to six events beyond the three Festivals Kelowna events and contributed 1056 volunteers hours to local festivals and events

5) W.R. Bennett Bridge Celebration

- Society undertook development of business plan on behalf of City for a community celebration to commemorate opening of the new bridge, including a schedule of activities, financial plan, and opportunities for community involvement
 - Note: A more detailed presentation on the program contents will be made separately

Community Outreach and Festival Development

Initial work was done in the area of festival development including:

- Internal planning discussions to further identify and develop role of society in providing support to local events industry and identifying opportunities for short-term planning or educational initiatives

- A festivals industry “peer to peer” roundtable held in November with representatives of the Kelowna events community to gain an understanding of the challenges and opportunities currently facing the local industry. This first step is considered very positive and proactive and was well received by festivals industry representatives.

Financial Overview

- During the start-up period and prior to establishing a complete financial system for the new society, the financial activity was recorded over three sets of books – Downtown Kelowna Association, City of Kelowna, and Festivals Kelowna
- Upon becoming a legal entity, the society amalgamated and consolidated its financial activities into one comprehensive set of accounts
- Following a complete year of operation, the society is expected to realize a positive financial position at December 31, 2007, resulting in the creation of a reserve account to support future operational needs and initiatives of the society
- The 2007 financial summary report attached in *Appendix*

Challenges

- Amalgamation of three, unique financial accounting systems into one comprehensive financial report
- Staffing recruitment and retention:
 - Recruitment for new Artistic Director following departure of long-term, experienced Artistic Director
 - Recruitment of additional festival and event programming staff
- Prioritizing work plans and adjusting to increasing work loads

Plans for 2008

Following a successful first year, the society plans for 2008 include:

- Delivery of three festivals and events:
 - Life & Arts Festival – expand marketing efforts and enhance program content
 - Celebrate Canada Day –Kelowna – continue collaboration with organizing groups to maximize operational and program efficiencies; expand fireworks display
 - Parks Alive! – increase scope and caliber of performing artists through support of Talent Development Funds; present new artisan program
- Produce Bridging Communities celebration for the W.R. Bennett Bridge
- Expansion and enhancement of Festival Kelowna Host program
- Completion of society identity package
- Development and delivery of industry support mechanisms (i.e. workshops and training seminars, planning tools and templates, expanded market research)
- Continued development of multi-year strategic plan and planning documents for society

Summary

Due to the considerable commitment of time, knowledge and experience of the Board of Directors, staff, and volunteers during this first year, the Festivals and Development Society of Kelowna achieved the following positive outcomes:

- Established a solid, organizational structure and staffing model
- Amalgamated three financial systems into one
- Successfully delivered three large, community festivals and events
- Continued to deliver and expand Festivals Kelowna Host program
- Commenced development of a strategic plan to define and direct future work of society
- Began festival development work and industry outreach
- Completed first fiscal year in a positive cash position
- Established a reserve fund to support future work of society

APPENDIX

1. 2007 Financial Summary

Festivals Kelowna - 2007 Financial Summary

	City Records to Sept. 30	DKA Records to April 30	Festivals Kelowna to Dec. 31	Consolidated record totals for 2007
2007				
EXPENSES				
Governance and Administration	\$304,235		\$193,788	\$498,023
Parks Alive!	\$37	\$47,430	included	\$47,467
Celebrate Canada Day – Festival	\$21,051		included	\$21,051
Life & Arts Festival	\$20,559		included	\$20,559
Marketing and Promotions			\$43,016	\$43,016
Transferred to Fest. Kel. from DKA		\$1,903		\$1,903
W.R. Bennett Bridge celebration - related expenses			\$6,000	\$6,000
FK restricted reserve			\$22,000	\$22,000
FK unrestricted reserve			\$28,710	\$28,710
Total Expenses	\$345,882	\$49,333	\$293,514	\$688,729
REVENUE				
Sponsorship	(\$11,654)		(\$87,000)	(\$98,654)
Grants			(\$70,390)	(\$70,390)
Transferred from DKA & Misc.		(\$49,333)	(\$6,066)	(\$55,399)
Donations and vendor fees			(\$72,788)	(\$72,788)
UBCM Grant			(\$44,570)	(\$44,570)
City reserves budget	(\$50,000)			(\$50,000)
City Base Budget (total)	(\$284,228)			(\$284,228)
GST rebate			\$7,300	\$7,300
City of Kelowna funding for W.R.Bennett Bridge Celebration			(\$20,000)	(\$20,000)
Total Revenue Sources	(\$345,882)	(\$49,333)	(\$293,514)	(\$688,729)
	\$0	\$0	\$0	\$0

