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CITY OF KELOWNA  
**MEMORANDUM**

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**DATE:** January 24<sup>th</sup>, 2007  
**FILE NO:** 1853-20  
**TO:** City Manager  
**FROM:** Development Manager, Recreation Parks & Cultural Services  
**SUBJECT:** Festivals Kelowna Society

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**RECOMMENDATION:**

THAT Council approve the *Festivals Kelowna Formation Document Report* as attached to the report from the Development Manager of Recreation Parks & Cultural Services dated January 24<sup>th</sup>, 2007;

AND THAT Council approve the following members, directors and officials for *Festivals Kelowna*;

Dawn Antle	Arvind Sharma
Dean Clarke	Alanna Vernon
Robert Fine	Sheila Olcen
Nathalie Limbos-Bomberg	Reid Oddleifson
Brian Ratcliffe	

AND THAT Festivals Kelowna be delegated responsibility for managing the annual Council approved annual financial plan for Festivals Kelowna;

AND THAT Council authorize the transfer of up to \$310,100.00 to the Festivals Kelowna Society upon the receipt of full incorporation status;

AND FURTHER THAT Festivals Kelowna report back to Council within a year of achieving not for profit society status with information on progress, financial statement(s), community and industry contributions and general update on the activities of Festivals Kelowna.

**Background:**

In December 2005, Council authorized the formation of Festivals Kelowna, including establishing a Council appointed Transition Committee.

In January 2006, Council approved the appointment of members to the Transition Committee comprised of individuals drawn from both the private and public sector including,

Robert Fine, EDC	Yvonne Topf, Community Concerts Association
Mike Gilmore, Grant Thornton	Alanna Vernon, UBCO
Dale Knowlan, Canada Lands Corp.	Tracie Ward, Rotary Centre for the Arts
Reid Oddleifson, City Staff	Sheila Olcen, City Staff

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At this time, Council also delegated authority to the Festivals Kelowna Transition Committee to manage the transition period, and to establish a registered non-profit society.

On October 30<sup>th</sup>, 2006, Council received a report regarding the formation of *Festivals Kelowna Society*. The report described the work of the Festivals Kelowna Transition Committee, whose efforts resulted in development of the required documents to legally establish *Festivals Kelowna* as defined by the Societies Act including:

- Governance model
- Staffing model
- Outline of short term and long term work to be undertaken by the society
- Constitution and By-laws
- Annual budget & financial accounting
- Draft Policies and Procedures Manual, including Mission and Vision statements

Council also approved the creation of a Nomination Committee to recommend potential *Festivals Kelowna* members. The Nomination Committee was comprised of:

Mayor Shepherd	Councillor Robert Hobson
Director, Recreation Parks & Cultural Services	Development Manager, RP&CS
Executive Director Of Festivals Kelowna	

Council further directed staff to obtain additional input from the public and report back to Council prior to Festivals Kelowna being delegated responsibility for authorizing expenses and revenues for the Council approved annual operating budget for Festivals Kelowna.

### **Discussion:**

The public were invited to review the formation documents and offer comments on such areas as governance, organizational structure, and proposed work of the society. The documents could be viewed on three websites. In addition, individuals and businesses were invited to contact staff directly.

Response from the general public was limited; however individuals from the private sector expressed interest in meeting to discuss their concerns. Staff met with members of the private sector a number of times in November, December and January. From these discussions, appropriate changes were made to the *Festivals Kelowna Formation Document Report* that provide for greater involvement of the private sector including;

- Creation of an advisory committee to assist the Nomination Committee in recommending names for membership in the society,
- Addition of private sector representative to the Nomination Committee,
  - Brad Gay, Owner, Avalon Event Rentals was appointed to the Nominations Committee and to make recommendations of potential members from the private sector,
- Permanent assignment of one membership position on the Board to a representative from the private sector,
- Revisions to By-laws and DRAFT Policy & Procedure Manual to more clearly define opportunity for private and public involvement in the Society including clarification of:
  - Membership guidelines and member recruitment,
  - Method of gathering and receiving community input,
  - Conflict of interest policy.

- Establishing a requirement to report back to Council within a year of achieving not for profit society status with information on progress, financial statement(s), community and industry contributions and general update on the activities of Festivals Kelowna.

**Membership Nomination:**

The Nomination Committee met twice to consider 30 individuals whose names were brought forward as potential *Festivals Kelowna* members. In accordance with the proposed *Festivals Kelowna* by-laws, the Committee could recommend up to nine (9) society members, two of whom must be City of Kelowna representatives, and one who must be a representative from the private sector.

Following the public call for members, as well as recommendations from the private sector representative, the Nomination Committee is pleased to recommend nine individuals as the inaugural members of *Festivals Kelowna*.

Biographies of the members are attached and illustrate a terrific depth of knowledge and experience in such areas as strategic planning, financial management, marketing, and event development that will greatly benefit the new society.

**Financial Management:**

The Festivals Kelowna budget is an amalgamation of existing funds in City base budget accounts for Celebrate Canada Day – Kelowna, Parks Alive! and the Life & Arts Festival, plus the balance of the UBCM Community Tourism funds. The balance of revenues for the society will be derived from a variety of sources including sponsorship, grants, and earned income from event related activities. Staff has re-organized the budget as follows:

**Figure 1.0 - 2007 approved budget for Festivals Kelowna**

	<b>Expenses</b>	<b>Revenue</b>
General Administration	\$305,170	(\$44,570)
Parks Alive!	\$60,850	(\$54,000)
Celebrate Canada Day	\$54,650	(\$38,500)
Life & Arts Festival	\$195,000	(\$128,000)
POSH	\$20,000	(\$36,000)
Fund Development	\$26,000	
Community Celebrations Reserve		(\$50,000)
<b>Subtotal</b>	<b>\$661,670</b>	<b>(\$351,070)</b>
<b>Net Expense</b>	<b>\$310,100</b>	

Legal advice received by staff recommends that the society maintain a financial accounting system separate from the City, and that the City transfer funds once the society becomes a legal entity. At that time, the Board will assume responsibility for the approval of all financial activity and ensure the organization operates within budget.

Staff recommends the disbursement of funds to Festivals Kelowna take place under the following conditions:

- Funds will be released in quarterly payments
- Financial status reports will be prepared monthly
- The Board, and specifically the Treasurer, shall ensure expenditures are not approved beyond the annual budget. Anticipated expenditures of \$10,000 and above beyond the budget must receive prior approval of the City

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- As members of the Board, City staff will be able to provide advice and assistance to Society staff regarding the management of financial activities.

**Short-term / immediate work of the society:**

As a new organization, Festivals Kelowna will make important decisions regarding the commitment of resources. In the short term, the society will focus on the successful production and delivery of three major events – the Life & Arts Festival, Celebrate Canada Day Kelowna, and the Parks Alive! program.

**Mid to long term work of the society:**

Once Festivals Kelowna becomes more established, the Board will have the opportunity to determine additional projects and priorities for the Society which may include:

- Provision of festival and event resources to the industry,
- Strategies to support new festivals and existing events,
- Revenue development and grant sourcing
- Product development for festivals
- Professional development for special event staff

**Reporting back to Council after one year:**

Festivals Kelowna will report back to Council on the progress it has made during its inaugural year as a non-profit society. This will include summaries of the success achieved and challenges faced in the delivery of its event properties under the new model. In addition, the society will provide a summary of the public feedback it has received during this period regarding its efforts to provide support to the festivals and special events community.

**Summary**

Upon confirmation of membership for the *Festivals Kelowna Society* by Council, staff will complete the final steps in the formation of the society including:

- Convening the society membership to elect a first Board of Directors
- Completion of society documents
- Submission of society documents to Registrar of Companies

It is anticipated that the society will receive its legal status by the end of February 2007.

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JWR Oddleifson  
Development Manager, Recreation Parks & Cultural Services

P/c Director of Recreation, Parks and Cultural Services  
City Clerk

Attachment

# Festivals Kelowna

## Member Biographies

### **Dawn Antle**

Ms. Antle is a Marketing Consultant and the owner of *Get Noticed Marketing Inc.* With over 19 years experience in the marketing and communications field, she has worked with many of the community's professional cultural organizations including the Kelowna Art Gallery, the Rotary Centre for the Arts, and the BC Wine Institute. She is also a freelance writer and currently has a weekly column with eVent Publications. In 2002 she was a Nominee for the Women of Distinction Awards. Ms. Antle's reputation for enthusiasm and commitment to projects will make her an asset to the society.

### **Dean Clarke**

Mr. Clarke is the General Manager of Prospera Place. With over 13 years in facility management, Dean possesses tremendous knowledge and experience. In his role as Operations Supervisor with world-class, multi-event facilities like the Corel Centre in Ottawa and Toronto's Air Canada Centre, Dean has familiarity with all aspects of large scale event set-up. He is well thought of for his analytical and project management skills, as well as his inclusive leadership style. As a coach with the KSS Junior boy's basketball team for the past six years, Dean is also an active volunteer with youth in the community.

### **Robert Fine**

Mr. Fine is the Executive Director for the Economic Development Commission of the Central Okanagan Regional District. As a highly respected professional in his field, Robert is frequently sought after to sit on boards at local, provincial, national and international levels. He is the Past-President of the Economic Developers Association of Canada, and was recently appointed as the sole Canadian Representative on the International Economic Development Council. He has great familiarity with the local festivals and special events community through his involvement as a member of the City's Arts & Cultural Advisory Committee, the Life & Arts Festival Advisory Committee, and as a performer. He was also a member of the Festivals Kelowna Transition Committee. Mr. Fine brings tremendous knowledge about economic trends and business development, and will make a strong addition to the society.

### **Nathalie Limbos-Bomberg**

Ms. Limbos-Bomberg has held increasingly senior positions with the Kelowna Museums Society, and is currently the Associate Director, Public Affairs and Strategic Planning. Nathalie has extensive experience with the special events industry through her previous position with the Museums Society where she was the Operations Manager for the Laurel Packinghouse. In this capacity she was responsible for overseeing all aspects of major events and activities held within the facility including the Okanagan Wine Festivals, the national launch of CBC Television's *Canada Now*, the Kelowna Centennial VIP reception, and the First Minister's Conference. Ms. Limbos-Bomberg was an active member of the Cultural District Marketing Committee and the Life & Arts Advisory Committee. She holds a Master of Arts and is well regarded for her analytical and strategic planning skills.

### **Reid Oddleifson**

Mr. Oddleifson is the Development Manager for Recreation, Parks and Cultural Services with the City of Kelowna. Reid has been with the City for more than 25 years, and throughout his career has had the opportunity to work with most sport and cultural organizations within the community. Reid has familiarity with festivals and special events and has played a leadership role in many of the large-scale, festivals and special events such as the Millennium celebrations, the annual Canada Day celebrations, the development of the Life & Arts Festival, Kelowna's Centennial, and creator of the Parks Alive! program. Reid is Project Manager for Festivals Kelowna and a member of the Festivals Kelowna Transition Committee. Very knowledgeable and experienced in all aspects of organizational management and financial accountability, Mr. Oddleifson will be a tremendous asset to the new society.

### **Sheila Olcen**

Ms. Olcen is the Cultural Development Supervisor for Cultural Services with the City of Kelowna. She has extensive experience in marketing and communications, particularly as it applies to arts and cultural events, as well many years of practical experience in special event delivery. She has been integral to the development of the Life & Arts Festival, and has been involved with Parks Alive! through partnerships on initiatives like "Discover the District With Dickens", and the Cultural District Mid-day Music Series. Ms. Olcen was an active member of the Life & Arts Festival Advisory Committee, and the Festivals Kelowna Transition Committee. Sheila's commitment, enthusiasm, and interest in festivals and special events will make her a strong addition to the society.

### **Brian Ratcliffe**

Mr. Ratcliffe is a business management consultant, and brings over 20 years experience within the festivals and special events industry to the society. He previously held positions as Manager of Publicity and Promotions for the Calgary Stampede, and Division Manager for Fair Planning with the Pacific National Exhibition in Vancouver. Brian possesses expertise with event site development and strategic planning. He has been an active member of provincial level boards, and currently sits as a member of the Kelowna Arts Foundation board.

### **Arvind Sharma**

Mr. Sharma is a Financial Consultant with Scotia Private Client Group. In this capacity he works closely with High Value Clients and is highly regarded in his field. With over 10 years experience in the investment and financial planning industry, he brings strong financial management and planning skills to the board. As a new resident to Kelowna, Arvind also brings a keen desire to become involved in the community and share his expertise.

### **Alanna Vernon**

Ms. Vernon is the Manager of Ceremonies and Events for UC Okanagan. As a professional event planner, Alanna brings many years of practical event experience to the society. She has been involved in a variety of large-scale community events such as the Kelowna Centennial Celebrations, Blues Fest, and the Life & Arts Festival. From her previous role as Marketing Manager for Tourism Edmonton, she brings a strong understanding of tourism marketing, planning and development. Ms. Vernon was a member of the Life & Arts Festival Advisory Committee, the Festivals Kelowna Advisory Committee, as well as the interim Coordinator for the Parks Alive! program in 2004. Given her familiarity with the Festivals Kelowna event properties, she will be an asset to the society.

## SOCIETY ACT

### BYLAWS

Bylaws of the *Festivals and Special Events Development Society of Kelowna*

#### PART 1 - INTERPRETATION

(1) IN THESE BYLAWS, UNLESS THE CONTEXT OTHERWISE REQUIRES:

“**City**” means the Corporation of the City of Kelowna;

“**directors**” means the directors of the society for the time being;

“**Society Act**” means the *Society Act* of British Columbia from time to time in force and all amendments to it;

“**registered address**” of a member means the member's address as recorded in the register of members.

“**Nomination Committee**” means the committee, as approved by City Council from time to time, comprised of the Mayor, one City Councillor, one senior director for the City, one senior manager for the City, and one community representative which will be from the private sector.

“**Private Sector**” means that portion of the economy composed of businesses and households, and excluding governments (i.e. a variety of entities such as private firms and companies, corporations, non-governmental organizations, and for profit organizations).

(2) The definitions in the *Society Act* on the date these bylaws become effective apply to these bylaws.

WORDS IMPORTING THE SINGULAR INCLUDE THE PLURAL AND VICE VERSA, AND WORDS IMPORTING A MALE PERSON INCLUDE A FEMALE PERSON AND A CORPORATION.

#### PART 2 - MEMBERSHIP

THE MEMBERS OF THE SOCIETY ARE THE APPLICANTS FOR INCORPORATION OF THE SOCIETY, AND THOSE PERSONS WHO SUBSEQUENTLY BECOME MEMBERS IN ACCORDANCE WITH THESE BYLAWS AND, IN EITHER CASE, HAVE NOT CEASED TO BE MEMBERS.

THE SOCIETY SHALL BE COMPRISED OF UP TO NINE (9) MEMBERS, WHICH MAY BE CORPORATE OR INDIVIDUAL MEMBERS, OR BOTH, PROVIDED THAT THE CITY IS THE ONLY CORPORATE MEMBER FROM TIME TO TIME. AT LEAST TWO (2) OF THE MEMBERS WILL BE CITY MANAGEMENT STAFF, AND AT LEAST ONE (1) REPRESENTATIVE SHALL BE FROM THE PRIVATE SECTOR.

A PERSON MAY APPLY TO THE NOMINATION COMMITTEE FOR MEMBERSHIP IN THE SOCIETY AND, UPON RECEIPT OF AN APPLICATION, THE NOMINATION COMMITTEE SHALL CONSULT WITH CITY COUNCIL. A PERSON BECOMES A MEMBER OF THE SOCIETY ONCE CITY COUNCIL HAS ISSUED A WRITTEN LETTER OF ACCEPTANCE TO THAT PERSON.

A MEMBER CANNOT TRANSFER THEIR MEMBERSHIP TO ANOTHER INDIVIDUAL OR ORGANIZATION.

IF A MEMBER RESIGNS HIS OR HER MEMBERSHIP OR OTHERWISE CEASES TO BE A MEMBER, AND THE NUMBER OF MEMBERS BECOMES LESS THAN SEVEN (7), THE NOMINATION COMMITTEE SHALL CONSULT WITH CITY COUNCIL TO RECOMMEND A NEW MEMBER.

EVERY MEMBER MUST UPHOLD THE CONSTITUTION AND COMPLY WITH THESE BYLAWS.

THE AMOUNT OF THE FIRST ANNUAL MEMBERSHIP DUES MUST BE DETERMINED BY THE DIRECTORS AND AFTER THAT, THE ANNUAL MEMBERSHIP DUES MUST BE DETERMINED AT THE ANNUAL GENERAL MEETING OF THE SOCIETY.

A PERSON CEASES TO BE A MEMBER OF THE SOCIETY:

*by delivering his or her resignation in writing to the secretary of the society or by mailing or delivering it to the address of the society,*

*on his or her death or, in the case of a corporation, on dissolution,*

*on being expelled, or*

*on having been a member not in good standing for 12 consecutive months.*

(1) A MEMBER MAY BE EXPELLED BY A SPECIAL RESOLUTION OF THE MEMBERS PASSED AT A GENERAL MEETING.

(2) The notice of special resolution for expulsion must be accompanied by a brief statement of the reasons for the proposed expulsion.

(3) The person who is the subject of the proposed resolution for expulsion must be given an opportunity to be heard at the general meeting before the special resolution is put to a vote.

ALL MEMBERS ARE IN GOOD STANDING EXCEPT A MEMBER WHO HAS FAILED TO PAY HIS OR HER CURRENT ANNUAL MEMBERSHIP FEE, OR ANY OTHER SUBSCRIPTION OR DEBT DUE AND OWING BY THE MEMBER TO THE SOCIETY, AND THE MEMBER IS NOT IN GOOD STANDING SO LONG AS THE DEBT REMAINS UNPAID.

#### PART 3 - MEETINGS OF MEMBERS

GENERAL MEETINGS OF THE SOCIETY MUST BE HELD AT THE TIME AND PLACE, IN ACCORDANCE WITH THE *SOCIETY ACT*, THAT THE DIRECTORS DECIDE.

EVERY GENERAL MEETING, OTHER THAN AN ANNUAL GENERAL MEETING, IS AN EXTRAORDINARY GENERAL MEETING.

THE DIRECTORS MAY, WHEN THEY THINK FIT, CONVENE AN EXTRAORDINARY GENERAL MEETING.

(1) NOTICE OF A GENERAL MEETING MUST SPECIFY THE PLACE, DAY AND HOUR OF THE MEETING, AND, IN CASE OF SPECIAL BUSINESS, THE GENERAL NATURE OF THAT BUSINESS.

(2) The accidental omission to give notice of a meeting to, or the non-receipt of a notice by, any of the members entitled to receive notice does not invalidate proceedings at that meeting.

THE FIRST ANNUAL GENERAL MEETING OF THE SOCIETY MUST BE HELD NOT MORE THAN 15 MONTHS AFTER THE DATE OF INCORPORATION AND AFTER THAT AN ANNUAL GENERAL MEETING MUST BE HELD AT LEAST ONCE IN EVERY CALENDAR YEAR AND NOT MORE THAN 15 MONTHS AFTER THE HOLDING OF THE LAST PRECEDING ANNUAL GENERAL MEETING.

#### PART 4 - PROCEEDINGS AT GENERAL MEETINGS

SPECIAL BUSINESS IS:

*all business at an extraordinary general meeting except the adoption of rules of order, and*

*all business conducted at an annual general meeting, except the following:*

THE ADOPTION OF RULES OF ORDER;

THE CONSIDERATION OF THE FINANCIAL STATEMENTS;



THE REPORT OF THE DIRECTORS;

THE REPORT OF THE AUDITOR, IF ANY;

THE ELECTION OF DIRECTORS;

THE APPOINTMENT OF THE AUDITOR, IF REQUIRED;

THE OTHER BUSINESS THAT, UNDER THESE BYLAWS, OUGHT TO BE CONDUCTED AT AN ANNUAL GENERAL MEETING, OR BUSINESS THAT IS BROUGHT UNDER CONSIDERATION BY THE REPORT OF THE DIRECTORS ISSUED WITH THE NOTICE CONVENING THE MEETING.

(1) BUSINESS, OTHER THAN THE ELECTION OF A CHAIR AND THE ADJOURNMENT OR TERMINATION OF THE MEETING, MUST NOT BE CONDUCTED AT A GENERAL MEETING AT A TIME WHEN A QUORUM IS NOT PRESENT.

(2) If at any time during a general meeting there ceases to be a quorum present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.

(3) A quorum is three (3) members present or a greater number that the members may determine at a general meeting.

IF WITHIN 30 MINUTES FROM THE TIME APPOINTED FOR A GENERAL MEETING A QUORUM IS NOT PRESENT, THE MEETING, IF CONVENED ON THE REQUISITION OF MEMBERS, MUST BE TERMINATED, BUT IN ANY OTHER CASE, IT MUST STAND ADJOURNED TO THE SAME DAY IN THE NEXT WEEK, AT THE SAME TIME AND PLACE, AND IF, AT THE ADJOURNED MEETING, A QUORUM IS NOT PRESENT WITHIN 30 MINUTES FROM THE TIME APPOINTED FOR THE MEETING, THE MEMBERS PRESENT CONSTITUTE A QUORUM.

SUBJECT TO BYLAW 0, THE PRESIDENT OF THE SOCIETY, THE VICE PRESIDENT OR, IN THE ABSENCE OF BOTH, ONE OF THE OTHER DIRECTORS PRESENT, MUST PRESIDE AS CHAIR OF A GENERAL MEETING.

IF AT A GENERAL MEETING:

*there is no president, vice president or other director present within 15 minutes after the time appointed for holding the meeting, or*

*the president and all the other directors present are unwilling to act as the chair,*

the members present must choose one of their members to be the chair.

(1) A GENERAL MEETING MAY BE ADJOURNED FROM TIME TO TIME AND FROM PLACE TO PLACE, BUT BUSINESS MUST NOT BE CONDUCTED AT AN ADJOURNED MEETING OTHER THAN THE BUSINESS LEFT UNFINISHED AT THE MEETING FROM WHICH THE ADJOURNMENT TOOK PLACE.

(2) When a meeting is adjourned for ten (10) days or more, notice of the adjourned meeting must be given as in the case of the original meeting.

(3) Except as provided in this bylaw, it is not necessary to give notice of an adjournment or of the business to be conducted at an adjourned general meeting.

(1) A RESOLUTION PROPOSED AT A MEETING NEED NOT BE SECONDED, AND THE CHAIR OF A MEETING MAY MOVE OR PROPOSE A RESOLUTION.

(2) In the case of a tie vote, the chair does not have a casting or second vote in addition to the vote to which he or she may be entitled as a member, and the proposed resolution does not pass.

(1) A MEMBER IN GOOD STANDING PRESENT AT A MEETING OF MEMBERS IS ENTITLED TO ONE VOTE.

(2) Voting is by show of hands.

(3) Voting by proxy is not permitted.

A CORPORATE MEMBER MAY VOTE BY ITS AUTHORIZED REPRESENTATIVE, WHO IS ENTITLED TO SPEAK AND VOTE, AND IN ALL OTHER RESPECTS EXERCISE THE RIGHTS OF A MEMBER, AND THAT REPRESENTATIVE MUST BE CONSIDERED AS A MEMBER FOR ALL PURPOSES WITH RESPECT TO A MEETING OF THE SOCIETY.

#### PART 5 - DIRECTORS AND OFFICERS

(1) THE DIRECTORS MAY EXERCISE ALL THE POWERS AND DO ALL THE ACTS AND THINGS THAT THE SOCIETY MAY EXERCISE AND DO, AND THAT ARE NOT BY THESE BYLAWS OR BY STATUTE OR OTHERWISE LAWFULLY DIRECTED OR REQUIRED TO BE EXERCISED OR DONE BY THE SOCIETY IN A GENERAL MEETING, BUT SUBJECT, NEVERTHELESS, TO:

*all laws affecting the society,*

*these bylaws, and*

*rules, not being inconsistent with these bylaws, that are made from time to time by the society in a general meeting.*

(2) A rule, made by the society in a general meeting, does not invalidate a prior act of the directors that would have been valid if that rule had not been made.

THE PRESIDENT, VICE-PRESIDENT, SECRETARY AND TREASURER SHALL EACH BE DIRECTORS AND OFFICERS OF THE SOCIETY.

THE SOCIETY SHALL BE COMPRISED OF A MINIMUM OF THREE (3) DIRECTORS AND A MAXIMUM OF NINE (9) DIRECTORS, OF WHICH AT LEAST TWO (2) DIRECTORS MUST BE CITY MANAGEMENT STAFF, AND AT LEAST ONE (1) SHALL BE FROM THE PRIVATE SECTOR.

SUBJECT TO BYLAW 0, DIRECTORS SHALL SERVE A TERM OF TWO (2) YEARS AND MAY BE RE-ELECTED A MAXIMUM OF THREE TIMES CONSECUTIVELY, FOR A TOTAL OF SIX (6) YEARS.

AT THE SOCIETY'S FIRST ANNUAL MEETING, THE MEMBERS MUST APPOINT DIRECTORS FOR STAGGERED TERMS AS FOLLOWS:

*At least three (3) of the directors shall serve a one (1) year term; and*

*At least four (4) directors shall serve a two (2) year term.*

(1) IF A DIRECTOR RESIGNS HIS OR HER OFFICE OR OTHERWISE CEASES TO HOLD OFFICE, AND THE NUMBER OF DIRECTORS BECOMES LESS THAN SEVEN (7), THE MEMBERS MUST APPOINT A NEW DIRECTOR FROM THE MEMBERSHIP.

(2) An act or proceeding of the directors is not invalid merely because there are less than the prescribed number of directors in office.

(1) THE DIRECTORS MAY AT ANY TIME APPOINT A MEMBER AS A DIRECTOR TO FILL A VACANCY IN THE DIRECTORS.

(2) A director so appointed holds office only until the conclusion of the next annual general meeting of the society, but is eligible for re-election at the meeting.

THE MEMBERS MAY, BY SPECIAL RESOLUTION, REMOVE A DIRECTOR BEFORE THE EXPIRATION OF HIS OR HER TERM OF OFFICE, AND MAY ELECT A SUCCESSOR TO COMPLETE THE TERM OF OFFICE. REASONS FOR EXPULSION INCLUDE:

*Acting in such a manner as to bring the reputation of the society into disrepute.*

*Absence from (3) consecutive board meetings without the prior approval of the President.*

A DIRECTOR MUST NOT BE REMUNERATED FOR BEING OR ACTING AS A DIRECTOR BUT A DIRECTOR MUST BE REIMBURSED FOR ALL EXPENSES NECESSARILY AND REASONABLY INCURRED BY THE DIRECTOR WHILE ENGAGED IN THE AFFAIRS OF THE SOCIETY.

DIRECTORS OF THE SOCIETY WHO ARE, DIRECTLY OR INDIRECTLY, INTERESTED IN A PROPOSED CONTRACT OR TRANSACTION WITH THE SOCIETY MUST:

*disclose fully and promptly the nature and extent of the interest to each of the other directors, and:*

*abstain from all discussion and voting on the approval of the proposed contract or transaction.*

#### PART 6 - PROCEEDINGS OF DIRECTORS

(1) THE DIRECTORS MAY MEET AT THE PLACES THEY THINK FIT TO CONDUCT BUSINESS, ADJOURN AND OTHERWISE REGULATE THEIR MEETINGS AND PROCEEDINGS, AS THEY SEE FIT.

(2) The directors may from time to time set the quorum necessary to conduct business, and unless so set the quorum is a majority of the directors then in office.

(3) The president is the chair of all meetings of the directors, but if at a meeting the president is not present within 30 minutes after the time appointed for holding the meeting, the vice president must act as chair, but if neither is present the directors present may choose one of their number to be the chair at that meeting.

(4) A director may at any time, and the secretary, on the request of a director, must, convene a meeting of the directors.

(1) THE DIRECTORS MAY DELEGATE ANY, BUT NOT ALL, OF THEIR POWERS TO COMMITTEES CONSISTING OF THE DIRECTOR OR DIRECTORS AS THEY THINK FIT.

(2) A committee so formed in the exercise of the powers so delegated must conform to any rules imposed on it by the directors, and must report every act or thing done in exercise of those powers to the earliest meeting of the directors held after the act or thing has been done.

A COMMITTEE MUST ELECT A CHAIR OF ITS MEETINGS, BUT IF NO CHAIR IS ELECTED, OR IF AT A MEETING THE CHAIR IS NOT PRESENT WITHIN 30 MINUTES AFTER THE TIME APPOINTED FOR HOLDING THE MEETING, THE DIRECTORS PRESENT WHO ARE MEMBERS OF THE COMMITTEE MUST CHOOSE ONE OF THEIR MEMBERS TO BE THE CHAIR OF THE MEETING.

THE MEMBERS OF A COMMITTEE MAY MEET AND ADJOURN AS THEY THINK PROPER.

FOR A FIRST MEETING OF DIRECTORS HELD IMMEDIATELY FOLLOWING THE APPOINTMENT OR ELECTION OF A DIRECTOR OR DIRECTORS AT AN ANNUAL OR OTHER GENERAL MEETING OF MEMBERS, OR FOR A MEETING OF THE DIRECTORS AT WHICH A DIRECTOR IS APPOINTED TO FILL A VACANCY IN THE DIRECTORS, IT IS NOT NECESSARY TO GIVE NOTICE OF THE MEETING TO THE NEWLY ELECTED OR APPOINTED DIRECTOR OR DIRECTORS FOR THE MEETING TO BE CONSTITUTED, IF A QUORUM OF THE DIRECTORS IS PRESENT.

A DIRECTOR WHO MAY BE ABSENT TEMPORARILY FROM BRITISH COLUMBIA MAY SEND OR DELIVER TO THE ADDRESS OF THE SOCIETY A WAIVER OF NOTICE, WHICH MAY BE BY LETTER, FACSIMILE OR ELECTRONIC MAIL OF ANY MEETING OF THE DIRECTORS AND MAY AT ANY TIME WITHDRAW THE WAIVER, AND UNTIL THE WAIVER IS WITHDRAWN,

*a notice of meeting of directors is not required to be sent to that director, and*

*any and all meetings of the directors of the society, notice of which has not been given to that director, if a quorum of the directors is present, are valid and effective.*

(1) QUESTIONS ARISING AT A MEETING OF THE DIRECTORS OR COMMITTEE OF DIRECTORS MUST BE DECIDED BY A MAJORITY OF VOTES.

(2) In the case of a tie vote, the chair does not have a second or casting vote.

A RESOLUTION PROPOSED AT A MEETING OF DIRECTORS OR COMMITTEE OF DIRECTORS NEED NOT BE SECONDED, AND THE CHAIR OF A MEETING MAY MOVE OR PROPOSE A RESOLUTION.

A RESOLUTION IN WRITING, SIGNED BY ALL THE DIRECTORS AND PLACED WITH THE MINUTES OF THE DIRECTORS, IS AS VALID AND EFFECTIVE AS IF REGULARLY PASSED AT A MEETING OF DIRECTORS.

#### PART 7 — DUTIES OF OFFICERS

(1) THE PRESIDENT PRESIDES AT ALL MEETINGS OF THE SOCIETY AND OF THE DIRECTORS.

(2) The president is the chief executive officer of the society and must supervise the other officers in the execution of their duties.

THE VICE-PRESIDENT MUST CARRY OUT THE DUTIES OF THE PRESIDENT DURING THE PRESIDENT'S ABSENCE.

THE SECRETARY MUST DO THE FOLLOWING:

*conduct the correspondence of the society;*

*issue notices of meetings of the society and directors;*

*keep minutes of all meetings of the society and directors;*

*have custody of all records and documents of the society except those required to be kept by the treasurer;*

*have custody of the common seal of the society; and*

*maintain the register of members.*

THE TREASURER MUST:

*keep the financial records, including books of account, necessary to comply with the Society Act;*

*render financial statements to the directors, members and others when required; and*

*ensure the board does not approve expenditures beyond the approved annual budget without the prior approval of the City.*

IN THE ABSENCE OF THE SECRETARY FROM A MEETING, THE DIRECTORS MUST APPOINT ANOTHER PERSON TO ACT AS SECRETARY AT THE MEETING.

#### PART 8 — SEAL

THE DIRECTORS MAY PROVIDE A COMMON SEAL FOR THE SOCIETY AND MAY DESTROY A SEAL AND SUBSTITUTE A NEW SEAL IN ITS PLACE.

THE COMMON SEAL MUST BE AFFIXED ONLY WHEN AUTHORIZED BY A RESOLUTION OF THE DIRECTORS AND THEN ONLY IN THE PRESENCE OF THE PERSONS SPECIFIED IN THE RESOLUTION, OR IF NO PERSONS ARE SPECIFIED, IN THE PRESENCE OF THE PRESIDENT AND SECRETARY OR PRESIDENT AND SECRETARY TREASURER.

#### PART 9 — BORROWING

IN ORDER TO CARRY OUT THE PURPOSES OF THE SOCIETY THE DIRECTORS MAY, ON BEHALF OF AND IN THE NAME OF THE SOCIETY, RAISE OR SECURE THE PAYMENT OR REPAYMENT OF MONEY IN THE MANNER THEY DECIDE, AND, IN PARTICULAR BUT WITHOUT LIMITING THAT POWER, BY THE ISSUE OF DEBENTURES.

A DEBENTURE MUST NOT BE ISSUED WITHOUT THE AUTHORIZATION OF A SPECIAL RESOLUTION.

THE MEMBERS MAY, BY SPECIAL RESOLUTION, RESTRICT THE BORROWING POWERS OF THE DIRECTORS, BUT A RESTRICTION IMPOSED EXPIRES AT THE NEXT ANNUAL GENERAL MEETING.

#### PART 10 — AUDITOR

THIS PART APPLIES ONLY IF THE SOCIETY IS REQUIRED OR HAS RESOLVED TO HAVE AN AUDITOR.

THE FIRST AUDITOR MUST BE APPOINTED BY THE DIRECTORS WHO MUST ALSO FILL ALL VACANCIES OCCURRING IN THE OFFICE OF AUDITOR.

AT EACH ANNUAL GENERAL MEETING THE SOCIETY MUST APPOINT AN AUDITOR TO HOLD OFFICE UNTIL THE AUDITOR IS RE-ELECTED OR A SUCCESSOR IS ELECTED AT THE NEXT ANNUAL GENERAL MEETING.

AN AUDITOR MAY BE REMOVED BY ORDINARY RESOLUTION.

AN AUDITOR MUST BE PROMPTLY INFORMED IN WRITING OF THE AUDITOR'S APPOINTMENT OR REMOVAL.

A DIRECTOR OR EMPLOYEE OF THE SOCIETY MUST NOT BE ITS AUDITOR.

THE AUDITOR MAY ATTEND GENERAL MEETINGS.

PART 11 — NOTICES TO MEMBERS

A NOTICE MAY BE GIVEN TO A MEMBER, EITHER PERSONALLY OR BY MAIL TO THE MEMBER AT THE MEMBER'S REGISTERED ADDRESS.

A NOTICE SENT BY MAIL IS DEEMED TO HAVE BEEN GIVEN ON THE SECOND DAY FOLLOWING THE DAY ON WHICH THE NOTICE IS POSTED, AND IN PROVING THAT NOTICE HAS BEEN GIVEN, IT IS SUFFICIENT TO PROVE THE NOTICE WAS PROPERLY ADDRESSED AND PUT IN A CANADIAN POST OFFICE RECEPTACLE.

(1) NOTICE OF A GENERAL MEETING MUST BE GIVEN TO:

*every member shown on the register of members on the day notice is given, and  
the auditor, if Part 10 applies.*

(2) No other person is entitled to receive a notice of a general meeting.

PART 12 — BYLAWS

ON BEING ADMITTED TO MEMBERSHIP, EACH MEMBER IS ENTITLED TO, AND THE SOCIETY MUST GIVE THE MEMBER WITHOUT CHARGE, A COPY OF THE CONSTITUTION AND BYLAWS OF THE SOCIETY.

THESE BYLAWS MUST NOT BE ALTERED OR ADDED TO EXCEPT BY SPECIAL RESOLUTION.

**SCHEDULE "A"**

## CONSTITUTION

The name of the Society is the *Festivals and Special Events Development Society of Kelowna*

2) The purpose(s) of the Society are:

- a) To manage or produce select City of Kelowna festivals and special events;
- b) To work in collaboration with the City of Kelowna in the strategic development of the Kelowna festivals and special events community for the perpetual benefit of the City of Kelowna and the citizens of the City of Kelowna;
- c) To provide strategic advice and guidance to the City of Kelowna regarding the Kelowna festivals and special events community;
- d) To play a leadership role in the Kelowna festival and special events community through:
  - Identifying and fostering collaborative opportunities among Kelowna festivals and special events community;
  - Developing mutually beneficial relationships with tourism marketing agencies on behalf of Kelowna festivals and special events community;
  - Fostering opportunities for the development of new tourism oriented festivals and special events in Kelowna;
  - Providing developmental resources to Kelowna festivals and special events community;
- e) To provide similar or related services as determined by the Directors.

3) The purposes of the Society are to be carried on primarily within the geographic boundary of Kelowna, British Columbia. The clause is unalterable.



- 4) In the event of winding-up or dissolution of the Society, any assets of the Society, after payment of outstanding obligations, shall be transferred to the City of Kelowna. This clause is unalterable.

# **FESTIVALS KELOWNA**

**Policies and Procedures Manual**  
(January 2007)

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## OVERVIEW:

The Festivals and Special Events Development Society of Kelowna (Festivals Kelowna) was created by the City of Kelowna for the following purposes:

- To produce and manage three City of Kelowna event properties 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 Kelowna

As a new and developing organization, Festivals Kelowna will utilize a multi-phase implementation strategy to deliver many of the recommended initiatives and action items contained within this document. The timing and scale of the proposed initiatives will be function of available staff and financial resources, as well as a reflection of relevant festival and special event industry needs.

## OBJECTIVES:

Festivals Kelowna will foster better festivals and events through:

- Professional and product development, including mentoring and encouraging diversification of festival and events artistic offerings;
- Provision of mechanisms and/or guidance for securing long-term sustainable funding;
- Consolidation, coordination and sharing of resources to maximize efficiency and effectiveness;
- Leveraging of marketing opportunities between festival and special event organizations and destination marketing organizations;
- Improved liaison with tourism marketing agencies and a unified approach to tourism-related festival and event marketing.
- Encouraging collaboration between non-traditional partners to capitalize on tourism opportunities

## Mission Statement:

Festivals Kelowna will provide strategic planning, development assistance and resources for the Kelowna festivals and special events community.

## Vision Statement:

Festivals Kelowna will be the primary resource for the City of Kelowna in regards to festivals and events, striving to ensure quality, accountability and sustainability throughout the years.

## 1) MEMBERSHIP

- a) Festivals Kelowna has been set-up as a “closed” society, which means there will be a limited number of members, and these members will be invited to join through a clearly defined process.
- b) The Festivals Kelowna society will be comprised of up to nine (9) members, which may be corporate or individual members, or both, provided that the City is the only corporate member from time to time. At least two (2) of the members will be City Management staff, and at least one (1) representative from the private sector.
- c) Ideally, the representation from the private sector will include individuals directly involved in the delivery of special events and festivals in Kelowna. This may include event producers and associated staff, or suppliers to the industry (i.e. venues, production, food and beverage, accommodation and hospitality, programming).

## **2) MEMBER RECRUITMENT**

- a) To assist in the recruitment of members for Festivals Kelowna, the society may work with two committees:
  - i) A Membership Advisory Sub-Committee
    - (1) An informal committee, comprised of society staff, board members, and community representatives, including individuals working within the Kelowna festivals and special events industry.
    - (2) Will both recommend potential members, as well as offer feedback on applications received from other sources
    - (3) Will create a “short list” of preferred candidates for the Nominations Committee to consider.
  - ii) A Nomination Committee
    - (1) A formal committee, comprised of the Mayor, a Council designate, the Director of Recreation Parks and Cultural Services, the Development Manager of Recreation Parks and Cultural Services and one community representative from the private sector and ideally from the festivals and events industry. The Executive Director of the society also sits on the Nomination Committee in a resource capacity.
    - (2) This committee will review the recommendations from the Membership Advisory Sub-Committee and make a final determination of members to present to Council for approval.
- b) In addition to the work of the Advisory committee, potential members of the society will also be recruited through a public process that will include an awareness campaign through the local media, and peer networking among the industry.

## **3) ROLE OF BOARD**

- a) In addition to their fiduciary responsibility, the role of the Festivals Kelowna board is to provide direction to the Executive Director of the society including but not limited to such areas as governance, policy development , strategic planning, and the delivery of projects and activities within the mandate of Festivals Kelowna.
- b) The board plays a critical role in the ongoing success of the society. Therefore, it is expected that board members will:
  - i) make every effort to consistently attend board meetings as scheduled

- ii) prepare for each meeting by familiarizing themselves with the issues and activities of the society
  - iii) actively participate in discussions during board and other society meetings
  - iv) be proactive in identifying both challenges and opportunities for the society
- c) The board will play a consultative role in the development of goals, objectives and methods for implementation of specific projects or activities.

#### **4) ROLE OF STAFF**

- a) Staff are responsible for the overall implementation and management of Festivals Kelowna activities and projects. A staffing model is located in the APPENDIX.
- b) The Executive Director is responsible for the day to day operations of Festivals Kelowna and its staff.
- c) All Festivals Kelowna staff report to the Executive Director, who in turn reports to the board.
- d) The board shall direct all enquiries regarding the day to day operations of Festivals Kelowna and its staff to the Executive Director.
- e) Staff may seek input and action from the board to assist in developing and meeting specific project objectives.
- f) The Executive Director and other society staff will support the board functions through coordination of meetings, provision of meeting space, maintaining a record of meetings, and provision of additional services as required and approved by the Executive Director.

#### **5) BOARD STRUCTURE**

- A) *THE PRESIDENT, VICE-PRESIDENT, SECRETARY AND TREASURER SHALL EACH BE DIRECTORS AND OFFICERS OF THE SOCIETY.***
- B) *THE NUMBER OF DIRECTORS MAY BE UP TO SEVEN (9), OF WHICH AT LEAST TWO (2) REPRESENTATIVES WILL BE CITY MANAGEMENT STAFF, AND ONE (1) REPRESENTATIVE WILL BE FROM THE PRIVATE SECTOR.***

#### **6) HIRING AND MANAGEMENT OF SOCIETY EMPLOYEES**

- a) The Officers of the society will be responsible for the recruitment, hiring, management, discipline, and termination of the Executive Director.
- b) The Festivals Kelowna board will form a sub-committee for the purpose of conducting an annual performance review of the Executive Director.
- c) The Executive Director will be responsible for the recruitment, hiring, management, discipline, and termination of society employees.
- d) The Executive Director will conduct annual performance reviews of all Festivals Kelowna staff.

#### **7) CONDUCT OF MEETINGS**

- a) Minutes shall be kept of all regular and special meetings, and shall be recorded and distributed by Festivals Kelowna staff.
- b) Minutes from the Festivals Kelowna board meetings shall be forwarded by the Festivals

Kelowna staff to board members in a timely manner following a meeting.

## **8) COMMITTEES**

- a) At the first meeting of the new board each year the board shall elect its slate of officers.
- b) When the President is unavailable to attend a board meeting, the Vice-President will sit as the interim President until the President's return. In the case of both the President and Vice-President's absence, the board will appoint a director to sit as interim Chair until their return.
- c) The board may appoint sub-committees of individuals from interested groups to more fully discuss and address issues or concerns falling within the scope and jurisdiction of Festivals Kelowna, and to ensure continued input by stakeholders of Festivals Kelowna.
  - i) Sub-committees may be Chaired by an appointed board member, and will report back to the Festivals Kelowna board at regular intervals agreed upon by the board and sub-committee.
  - ii) Sub-committees do not have decision-making authority, but may make recommendations for consideration by the board.
  - iii) Sub-committees are generally ad hoc in nature and as such, will be reviewed for relevance and thus continuance, on an ongoing basis.
  - iv) The board reserves the right to remove its support from the sub-committee should the sub-committee's focus conflict with the interests of Festivals Kelowna.

## **9) FINANCIAL REPORTING**

- a) Festivals Kelowna staff, in consultation with the board will prepare an annual budget.
- b) The board is responsible for the approval and oversight of all financial activity of the society.
- c) The society will retain a qualified supplier to provide bookkeeping and financial accounting services.
- d) In addition to the Executive Director, up to four (4) board members shall have signing authority for all society financial activities.
- e) A Treasurer shall be appointed to oversee the financial activity of the society, and be responsible for ensuring generally accepting accounting practises are followed.
- f) The board, and specifically the Treasurer, shall ensure expenditures are not approved beyond the annual budget. Anticipated expenditures of \$10,000 and above beyond the budget must receive prior approval of the City.
- g) Festivals Kelowna staff will provide monthly reports regarding the financial activities of the society and in a format using generally accepted accounting practises.
- h) The board may request additional reports as required and as appropriate from time to time.

## **10) COMMUNICATION WITH THE MEDIA**

- a) When contacted by the media concerning activities of Festivals Kelowna, all inquiries should be directed to the Festivals Kelowna Executive Director.
- b) Board members should be careful when speaking in public or to the media on any



issue related to Festivals Kelowna, and distinguish whether they are speaking as a member of the board, or as an individual.

- c) Unless otherwise approved by the board, they should take care to represent themselves as individuals, not as Festivals Kelowna Board members, nor to give the impression that their mind is closed as a Festivals Kelowna board member.

## **11) ORGANIZATION ACCOUNTABILITY**

- a) Festivals Kelowna will prepare and maintain accurate records of financial activity.
- b) Festivals Kelowna will require multiple signatories for all financial activities to ensure accuracy and transparency of information.
- c) The Festivals Kelowna board will maintain minutes of all meetings and make these minutes available to members as requested and as required.
- d) The Festivals Kelowna board will help to ensure Festivals Kelowna staff make decision which support the Mission and Vision of the organization.
- e) Festivals Kelowna staff will prepare regular activity reports, with the frequency to be determined by the Executive Director. These reports will be available for review by the membership, unless determined by the board to be of a sensitive nature and thus not appropriate for general membership review.
- f) Festivals Kelowna staff will make every effort to:
  - i) Commit resources according to annual goals and objectives developed through a collaborative process between the board and staff
  - ii) Maximize use of financial and other resources to minimize expenses

### **Recommendations:**

- That Festivals Kelowna develop and adhere to a clear, governance structure;
- That Festivals Kelowna, given the size of its annual operating budget, prepare audited financial statements;

## **12) COMMUNITY INPUT**

- a) Festivals Kelowna believes in the value of community input and looks to create a variety of forums to facilitate discussion. This may include semi-annual roundtables with the industry, strategic planning sessions involving industry stakeholders, and professional development workshops.
- b) Festivals Kelowna believes in the value of collaboration within the industry and will actively seek partnership opportunities that will lead to self-sustaining, high calibre, professional festivals and events, resulting in increased attendance and participation by the community and its visitors.

## **13) GRANTING (Mid to long term implementation)**

Should Festivals Kelowna administer grants to festivals and special events, a defined adjudication, distribution and evaluation process will be developed to ensure fairness and accountability including:

- i) Criteria will be developed to determine eligibility for grants and may include such criteria as organization

status, degree to which a cultural component comprises a significant portion of activity, historical activity of organization, financial accountability measures of organization, and geographic location of festival or special event.

- ii) A letter of Agreement will be signed between Festivals Kelowna and the recipient organization, detailing the amount of financial commitment, timelines, and details of services or products to be provided in return for said support from Festivals Kelowna
- iii) Depending on the size of the grant, a hold-back system will be used whereby up to 25% of the grant will be held-back pending a final reporting process. Hold-back percentages will be at the discretion of Festivals Kelowna staff who will make a determination based on such criteria as financial and organizational history of recipient organization.
- iv) A direct contact, post-activity evaluation and survey will be used by Festivals Kelowna staff to confirm delivery of product or services, and to ensure the preparation of thorough and accurate final reports. A satisfactorily completed evaluation process will generate release of a grant hold-back.

**Recommendations:**

- That Festivals Kelowna work with the City of Kelowna to develop clear and fair evaluation criteria to determine continued eligibility for those festival and special event organizations currently receiving grants from the City of Kelowna;
- That a proposal be prepared for the City of Kelowna by Festivals Kelowna to assume responsibility, within a reasonable timeframe for both parties, for management of the existing festivals and special event grant process;
- That Festivals Kelowna only provide direct financial support to non-profit organizations;
- That Festivals Kelowna develop and implement a “sliding scale” of support for providing services to festivals and special events depending on such factors as organizational structure and status (i.e. professional vs. community) and audience market (i.e. tourism focused vs. community-focused)
- That Festivals Kelowna develop granting programs to address such areas as:
  - Developmental funding – annual “operating” grants to assist in the sustainability of key festivals and special events; grants given for up to 3 years in a row
  - Project funding – One time grants to support a specific programming initiative or specific aspect of festival or event; grant based on a percentage of overall budget
- That Festivals Kelowna develop and implement an accountability program for all festivals and events receiving event-related grants to ensure both delivery of proposed product, as well as a high calibre product.

**14) PROFESSIONAL DEVELOPMENT (Mid to long term implementation)**

- a) Festivals Kelowna places high value on professional development as an essential and integral component in the development of professional, high calibre festivals and events.

- b) Festivals Kelowna will deliver professional development opportunities through a combination of in-house and contracted professionals, funded through a variety of mechanisms including user-pay, sponsorship, and partnerships / co-presentations.
- c) Festivals Kelowna will develop relationships / partnerships with professional development based organizations to aid in the delivery of skills training for Festivals Kelowna staff, board members, and clients (i.e. Superhost Training through Tourism Kelowna)
- d) Festivals Kelowna will play a facilitative role and encourage organizations to partner, resulting in increased collaboration, a maximization of resources, and increased efficiencies
- e) Festivals Kelowna will provide regular, industry relevant professional development opportunities for its staff.
- f) Festivals Kelowna will provide professional development services to both professional and volunteer staffed event organizations, with a primary focus on industry professionals currently employed or volunteering in a key role with an active festival or special event organization.
- g) Individuals not currently employed or volunteering in a key role within the festivals and special events industry (i.e. those seeking employment in the festivals and special events industry), may participate in professional development opportunities only as considered appropriate by Festivals Kelowna staff and as space permits.
- h) Festivals Kelowna will establish relationships with industry recognized accreditation programs and organizations (i.e. International Special Event Society (ISES), Canadian Special Event Society (CSES).
- i) Festivals Kelowna will undertake regular evaluations to measure the impact of its professional development services on its clients/ stakeholders through various methods, including surveys and other benchmarking methodology.

**Recommendations:**

- That Festivals Kelowna facilitate an accreditation process for the local festivals and events industry.
- That Festivals Kelowna consider becoming a local or regional affiliate for a national or provincial special events industry professional association.
- That Festivals Kelowna create a bursary to support those organizations wanting to participate in professional development opportunities but lacking the financial capacity to do so.
- That Festivals Kelowna create an excellence “reward” program with a direct grant or in-kind benefit that can be used by organizations to offset the cost of future professional development opportunities provided through Festivals Kelowna.

**15) PROVISION OF FESTIVAL AND EVENT RESOURCES (mid to long term implementation)**

- a) Festivals Kelowna will provide support to the local festivals and special events community. These services may include both in-kind and direct financial support. A schedule of services will be developed and continually updated by Festivals Kelowna staff.
- b) Festivals Kelowna staff will develop criteria to determine which festival and event organizations will be eligible for support.

**Recommendations:**

- That Festivals Kelowna assist events according to eligibility criteria, but that the primary focus be on supporting those festivals and events which are culture-based or feature a significant cultural component.
- That Festivals Kelowna support both community-focused and tourism / export-focused festivals and events, recognizing that each market has different needs.
- That Festivals Kelowna refer primarily sport-focused festivals or events to Sport Kelowna's product development staff for assistance.
- That Festivals Kelowna work collaboratively with Sport Kelowna on their sport-based festival and event product development efforts to maximize the resources of each agency.
- That Festivals Kelowna consider working with for-profit event producers under the following conditions, including but not limited to:
  - A contractual partnership is in place with a non-profit event partner with clearly defined risks and rewards for both parties
  - Both partners have clearly defined responsibilities regarding the production and execution of the festival or special event
  - Festivals Kelowna services and support will clearly be of benefit to both parties
  - The understanding that services provided by Festivals Kelowna will be a fee-for-service basis

#### **16) FESTIVALS KELOWNA HOSTS**

- a) Festivals Kelowna currently manages a core group of volunteers called Festivals Kelowna Hosts, who are recruited and trained to provide specific frontline support to special events and festivals in Kelowna. These hosts will complement the efforts of existing volunteer-based host programs currently active in the community.
- b) Festivals Kelowna events will take priority over other community events and festivals.
- c) Requests for Host services for additional festivals and special events will be evaluated according to a pre-determined set of criteria that may include time of year, purpose of event, and appropriateness of Host duties to be performed.
- d) The Festivals Kelowna Hosts will be jointly coordinated by a volunteer coordinator and a designated Festivals Kelowna staff member.
- e) Festivals Kelowna will provide administrative support to the Host program, as well as provide uniforms and other support materials.
- f) The Executive Director of Festivals Kelowna will reserve final approval of all requests for event support for the Festival Kelowna Hosts.

#### **17) CONFIDENTIALITY**

- a) Information discussed during board meetings will be made available to eligible members of the society and Festivals Kelowna staff as required and appropriate. The exception to this is information discussed during a "closed meeting" or "in camera" session of the board.
- b) It is expected and required that board members will maintain the confidentiality of all information discussed relating to the activities of Festivals Kelowna.

- c) In the case where decisions are made that may impact organizations within the scope of Festivals Kelowna, board members must not publicly or privately disclose such information without the prior approval of either the Executive Director or President.

## **18) CONFLICT OF INTEREST**

- a) It is recognized that staff and members of the board have extensive connections to the community which are valued, but may result in a conflict of interest situation. Conflict of Interest is defined as:
- A breach of an obligation to the society that has the effect or intention of advancing one's own interest or the interests of others in a way detrimental to the interests or potentially harmful to the integrity or fundamental mission of the society.
- b) Conflict of interest may fall into three categories:
- those which require disclosure;
  - those which require disclosure and prior approval;
  - those which are prohibited.
  - Since the possibilities for conflict of interest are almost limitless and cannot all be covered in procedures, members are expected to conduct themselves at all times with the highest ethical standards in a manner which will bear the closest scrutiny, and are responsible for seeking guidance from the appropriate source before embarking on activities which might be questionable.
- c) Conflicts of interest and the appearance of conflicts of interest must be avoided.
- d) As defined in the bylaws, Part 5, clause 36, directors of the society who are directly or indirectly interested in a proposed contract or transaction, and thus conducting business with the society, must:
- disclose full and promptly the nature and extent of their interest to the other directors;
  - abstain from all discussion and voting on the approval of the proposed contract or transaction.
- e) The Festivals Kelowna policy is meant to protect both the individual and the society. As such, staff and board members will be required to sign a "Declaration of Conflict of Interest" to be kept on file with all society documentation. This document is attached in the Appendix.

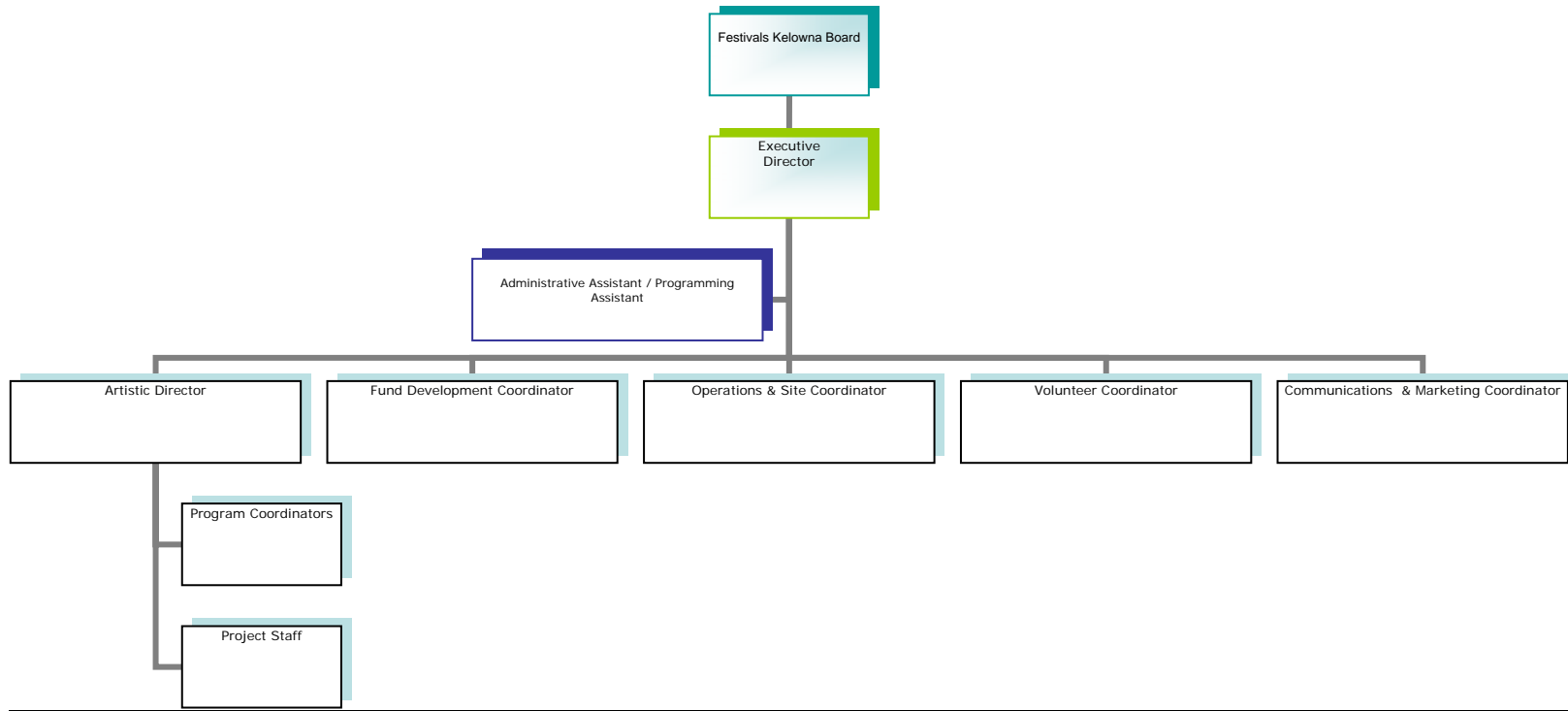
## **19) AMENDMENTS TO POLICIES AND PROCEDURES**

- a) The board may appoint a subcommittee to review and recommend changes to these Policies and Procedures.
- b) Any changes, addition or deletions to these Policies and Procedures for Festivals Kelowna shall be approved by a majority of the board.

# APPENDIX

# Festivals Kelowna

## Staffing Model



**CONFLICT OF INTEREST**  
Policy and Declaration Form

As an organization, Festivals Kelowna will strive to create an environment of fairness through its actions and decision making. Further, in undertaking any adjudication or evaluation process, all activities will be performed in an impartial and equitable manner.

The standard of behavior at Festivals Kelowna is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of Festivals Kelowna, and their own personal, professional, and business interests. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

I understand that the purposes of this policy are to protect the integrity of Festivals Kelowna’s decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

Upon or before election, hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, close associates will receive a benefit or gain. After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on the question.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

As a staff member , contractor, volunteer or board member, I \_\_\_\_\_ have read and understand the Festivals Kelowna “Conflict of Interest Policy” as outlined in section 13 of the Policies and Procedures Manual, and as outlined above.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_



Declaration of Conflicts of Interest

Organization/Individual	Nature of Conflict

I declare the above conflicts of interest:

\_\_\_\_\_  
Signature Date:

I declare NO conflicts of interest:

\_\_\_\_\_  
Signature Date:

## Festivals Kelowna - Communications and Marketing Action Plan

### **Goals**

- To develop a comprehensive marketing plan for Festivals Kelowna and its programs:
  - Parks Alive!
  - Life & Arts Festival
  - Celebrate Canada Day – Kelowna
  - Other events as determined by the board and staff
- To position Festivals Kelowna as a primary resource for Kelowna festivals and special events
- To identify new marketing opportunities for Kelowna festivals and special events
- To improve liaisons with tourism marketing agencies and create a unified approach to tourism-related event marketing
- To leverage marketing opportunities between Kelowna festivals and special events and destination marketing organizations

### **Background**

The Kelowna festivals and special events industry has experienced significant growth in the past five years. As the population of the community grows, so too does the expectation of its citizens and visitors for frequent, entertaining, unique and well managed special events and festivals. However, along with this growth and expectations comes challenges. For example, because each festival or special event is produced by a different organizing body, there are varying levels of experience and resources being utilized (i.e. financial, human, knowledge and experience). As a result, the Kelowna festival and special event industry has developed its marketing and communications strategies in a disjointed manner, resulting in inconsistent or even non-existing messaging about the festivals and special events in the community.

The programs currently under the Festivals Kelowna umbrella have also struggled with the restraints of limited resources, be they human or financial. For example, Parks Alive! has relied on its staff to provide marketing and promotional support in addition to their other duties and responsibilities. While the program has managed to market its activities somewhat effectively, it has done so only as time or resources allowed. In addition, the skill set required for a programming/event production position does not necessarily match the skill set of a marketing specialist.

In the case of the Life & Arts Festival where there is a desire to develop awareness and build audiences beyond Kelowna, additional marketing work needs to be done beyond the six month period preceding the festival. Relationship building, advance planning, and developing a marketing campaign require year round involvement. While contract staff has historically been hired to fill the marketing role, there have been challenges retaining qualified staff with broad-based marketing experience.

Finally, the three Canada Day events experience their own unique challenges when it comes to marketing their activities. For example, there are three separate Canada Day events, produced by three separate organizing bodies, all held within the same geographic area of the City, each producing their own marketing materials. In addition, each of the Canada Day events relies on the good will and resources of a volunteer marketing and promotions person. This has resulted in an ad hoc approach to marketing, competition for limited media resources and sponsorship, a disjointed approach to information dissemination, and feelings of frustration from the event organizers.

### **Outcomes:**

By incorporating a unified approach to the marketing of the Festivals Kelowna event properties, we anticipate broad benefits such as:

- Consistent, cost effective and impactful marketing campaigns
- A strategy for creating consistent messaging about Festivals Kelowna and other festivals and special events
- Improved economies of scale resulting in reduced cost and increased use of tourism marketing tools such as signage, brochures and websites
- Greater awareness about Kelowna's festivals and special events both within the community and to the export tourism markets
- New advertising and promotional opportunities reaching new markets not currently accessible by individual festival and special event producers
- Production of better quality marketing materials
- Creation of new partnering opportunities and enhanced collaboration between the festivals and special events industry and stakeholders within the tourism community (i.e. Okanagan Cultural Corridor, Thompson Okanagan Tourism Association (TOTA) and Tourism Kelowna);
- New partnerships which will enhance visitor patronage of local retail, restaurant and specialty businesses and create a beneficial multiplier effect;
- Increased repeat visitation by residents to Kelowna festivals and special events
- Increased visitor attendance to local festivals and special events, resulting in long-term sustainability of key events which are proven tourism attractions

Specific to the Festivals Kelowna event properties, through the efforts of a single communications and marketing coordinator we anticipate the development of better planned, longer term marketing plans. In addition, short term and immediate benefits will include:

#### Canada Day

- A professional and coordinated "ask" to the media for support resulting in improved relationships with local media
- A unified, consistent, and thorough approach to disseminating information
- A pooling of resources resulting in greater impact by drawing from the dedicated marketing budget and sponsorships from each organization

#### Parks Alive!

- Increased resources committed to the execution of a professional marketing and communications plan
- Less of an ad hoc approach to marketing of events and activities
- Collaboration between event and marketing staff resulting in an enhanced creative process

#### Life & Arts Festival

- Development and execution of a marketing and communications plan in advance of critical festival timelines
- Consistency of marketing approach and materials
- Familiarity with marketing plan and festival needs, resulting in savings to both financial and human resources
- Continuity in relationships with media

### **Operational Structure:**

With the intent to hire a full-time communications and marketing coordinator for Festivals Kelowna who will not only develop and implement marketing strategies for Festivals Kelowna and its programs, but also explore opportunities for the larger Kelowna festivals and special events industry, the majority of the work plan will be the responsibility of this position.

To complement this work, the coordinator will have the ability to establish and work with a marketing sub-committee. This sub-committee may include members of the Festivals Kelowna board, stakeholders from the local and regional festivals and special events industry, representatives from the key tourism marketing agencies (Tourism Kelowna, the Cultural Corridor, and the Thompson Okanagan Tourism Association), and representatives from other relevant and related organizations and industries. The actions and decisions of the Marketing sub-committee would be governed by the Festivals Kelowna board.

The communications and marketing coordinator would be responsible for the development and management of an annual marketing budget. At the discretion of the coordinator, the marketing sub-committee could provide input toward the use and expenditure of this budget.

In lieu of hiring a full-time communications and marketing specialist who can develop marketing strategies for Festivals Kelowna and its programs, there is the option of hiring a full-service agency. While an organization may feel secure they will receive quality services for a specified fee, there are still challenges associated with this route. For example, design and production costs can be quite a bit higher, a commitment of staff resources to managing this relationship is still required, and longer turnaround and lead time may be required to both educate agency staff on project needs or philosophy, and to produce communications materials.

### **Proposed Work Plan:**

The Communications and Marketing Coordinator's work plan should include but not be limited to the following:

- Development of a multi-year marketing and promotions plan for Festivals Kelowna and its event properties including:
  - A SWOT analysis of festivals and special events industry marketing environment (i.e. over and underutilized information delivery tools, previous effective vs. ineffective messaging and marketing campaigns)
  - An execution strategy identifying the progression of a multi-stage marketing plan from a local to regional to export focus for the Life & Arts Festival and other export ready, Festivals Kelowna affiliated events
  - A partnership strategy for collaborative marketing initiatives with tourism marketing agencies (i.e. collateral materials, attendance at tourism industry trade shows)
  - A product packaging strategy (i.e. combining festivals and events with accommodations and other attractions)
  - A signage strategy
  - A media buy and advertising strategy
  - A website maintenance strategy

- Development of a budget reflecting a multi-year progression of the marketing plan, including defined strategies for Festivals Kelowna and its programs, as well as the larger festivals and special events industry as appropriate (i.e. partnerships and co-op marketing efforts)
- Implementation of Festivals Kelowna marketing plan to include print, website, and broadcast media vehicles
- Creation of a Festivals Kelowna identity and branding program including creation of logo, administrative support materials (i.e. letterhead, business cards), and branding policies and guidelines for use of Festivals Kelowna image(s)
- Development of a market research strategy for 2007 and beyond (i.e. definitions for research, frequency, benchmark study)
- Establishing relationships with tourism marketing agencies (i.e. Thompson Okanagan Tourism Association, Tourism Kelowna, Cultural Corridor Project) to identify partnership opportunities and collaborative strategic marketing tools, as well as implement already defined projects under UBCM funding partnership
- Collaboration with local business organizations such as business improvement areas, Chambers of Commerce, and others to enhance profile of festivals and events
- Development of a strategy for capitalization on 2010 Olympic activities, including, pre-event, during and post-event strategies

**Budget:**

- The budget for the communications and marketing activities will be a function of the larger operational budget, and a reflection of available resources
- Where possible, shared costing opportunities will be explored and utilized
- Communications and marketing expenses may include:
  - wage expense – An average salary for a communications staff person would fall into a range of \$35,500 to \$40,000
  - A brand development campaign for Festivals Kelowna:
    - Logo creation / design – \$1,500
    - Media launch to announce Festivals Kelowna - \$500
    - Staff name tags - \$300
    - Staff clothing items - \$700
    - Letterhead, envelopes, business card design - \$300
  - A market analysis study - \$3,000 - \$5,000
  - Advertising buys – a function of each event property needs, plus additional co-operative activities according to the marketing plan
  - Implementation of signage and branding strategies – costs dependent upon placement and quantities
  - Website re-development costs - \$3,000

Implementation:

Specific components of the marketing and communications plan will be implemented in a multi-phase process according to the society's strategic plan. Such factors as available resources, as well as the needs of the society and the festivals and special events industry shall determine implementation.

## Festivals Kelowna – New Festivals and Existing Events Action Plan

### **Goals**

- To provide strategic guidance and advice to the City of Kelowna regarding festivals and events in Kelowna
- To develop a strategy for assessing and managing requests for support
- To develop a strategic plan for the future development of festivals and events in Kelowna including:
  - Identifying gaps in the current offering of local festivals and special events resulting in opportunities for new festivals or events in Kelowna
  - Encouraging and fostering the creation of new festivals and events

### **Background**

- The number of events and festivals in Kelowna continues to increase each year
- Interest in creating new events comes from both within and beyond Kelowna. Some of these new events are community-focused, while others are tourism / export focused
- There are over 150 existing festivals and events in Kelowna, created for different reasons under different circumstances, delivered using different models, resulting in a fragmented approach to event production
- Current delivery models include:
  - Professional, full-time event staff supported and directed by a non-profit volunteer board or advisory committee (i.e. Parks Alive!, Life & Arts Festival)
  - Professional, full-time staff managed by a for-profit business (i.e. Wakefest, Dragon Boat Festival)
  - Professional, contract staff supplemented by a volunteer board or advisory committee (i.e. Canada Day, Guisachan Garden Show, Triathlon)
  - Volunteer board or organizing committee supported by additional community event volunteers (i.e. Snowfest, Regatta, Okanagan International Marathon)
- An increasing number of requests are being made to the City of Kelowna by festival and event organizers seeking support for both direct financial support and in-kind services
- Most of the major festivals and special events in Kelowna currently receive some level of funding from the City of Kelowna, either direct financial support or in-kind services
- The City is looking to create a new model / approach to managing these requests, which could include removing the City from direct involvement completely
  - Festivals Kelowna would be most positively positioned to assume this role and provide this service to the City

### **Outcomes**

Through research and the development of a clear support strategy, Festivals Kelowna anticipates the following benefits to the local festivals and events community:

- A comprehensive reference document of current festivals and events in Kelowna created as a result of:
  - A community scan of strengths, weaknesses and opportunities within local festival and event community, including a needs assessment
  - A gap analysis of the local festival and events community
- A strategy for expanding and enhancing the offerings of Kelowna festival and events
- A strategy for evaluating requests for financial assistance, including direct (cash) and indirect (in-kind services)
- A delivery model for providing support to festivals and events, including criteria for determining levels of assistance (i.e. direct vs. indirect support)
- Creation of new festivals and events for Kelowna

### **Operational Structure**

The majority of work to be undertaken regarding “existing and new festivals and events” will be staff-driven, supported by a sub-committee and project staff or consultants.

Given that events are defined by their content or “programming”, Festivals Kelowna programming staff will play an integral role in the development of a strategy for identifying needs within the existing festivals and special events community, in defining the resources that Festivals Kelowna can offer, and in the creation of an evaluation process and delivery model for this support.

To complement this work, staff will have the ability to establish and work with a sub-committee. This sub-committee may include staff, members of the Festivals Kelowna board, and stakeholders from the local and regional festivals and special events industry. The actions and decisions of the sub-committee would be governed by the Festivals Kelowna board.

To undertake the market research, including the community scan of festivals and events and the gap analysis, the services of a consultant could be utilized. Additionally, a university co-op or practicum student could be hired for a term position to assist with some of the work, including research and compilation of results.

### **Proposed Work Plan**

The work plan of the Festivals Kelowna staff and the “New Festivals and Existing Events” committee should include but not be limited to:

- Developing a plan for the implementation of a community scan (SWOT analysis) and gap analysis including:
  - identifying goals and criteria, preparing budget, timelines, and work plan
  - confirming services of consultant to conduct market research
- Developing a strategy to assess requests for support including:
  - Eligibility criteria, which may include:
    - purpose of festival or event (i.e. cultural or sport based?)
    - organization status
    - anticipated attendance – hundreds vs. thousands
    - scope - broad market reach vs. narrow
    - size of budget – percentage of support from Festivals Kelowna vs. overall revenue base
    - current recipient of City funding – no “double-dipping”
    - frequency - recurring annual event vs. one time



- timing of request – planned approach vs. “reactionary”
  - location – must be held within City of Kelowna geographic boundary
- Developing additional evaluation criteria in which may include consideration of such issues as:
    - Impact of Festivals Kelowna support on success of festival or event
      - Is there a gap in festival infrastructure or resources which, if filled, could lead to long term sustainability?
      - Will support enhance event or improve infrastructure?
      - Will support lead to sustainability or will it simply fill a short fall in the short-term?
      - Does festival or event face challenges which are unmanageable or unfixable in a short to mid-term period? (i.e. will additional funds or support simply be “throwing good money after bad”?)
    - Extent to which festival or event fills a gap or identified need within Kelowna event offerings
  - Identifying opportunities for developing new or expanding existing festivals and events to fill a “gap” in current festival and event offerings
  - Developing a delivery model for providing resources to Festivals Kelowna clients (i.e. handbook, website, “product development team”)

### **Budget**

- The budget for the “New and Existing Festivals and Events” activities will be a function of the larger operational budget, and will be a reflection of available resources
- Where possible, shared costing opportunities will be explored
- Development expenses may include:
  - Miscellaneous sub-committee expenses (meetings, refreshments) - \$2,000
  - Consultant fees - \$3,000 to \$5,000

Implementation: mid to long term

## Festivals Kelowna – Product Development Action Team

### **Goals**

- To identify festivals and events in Kelowna that could improve and expand through product development efforts
- To identify specific product development needs within the Kelowna festivals and events community
- To develop a product development strategy for Festivals Kelowna including:
  - Identifying services Festivals Kelowna can provide to the Kelowna festivals and events community including:
  - Identifying existing and developing new resources for the Kelowna festival and special event producers
  - Developing strategies for increasing organizational capacity of organizations producing festivals and events in Kelowna

### **Background**

- Product development is focused on the “deliverables” of a festival or event - the product, the event or festival itself. This includes “developing” individual components of a festival or event, resulting in a better overall event
- Professional and Product development are intrinsically linked and complement each other
- These efforts should also work in tandem with the efforts of the “New and Existing Festivals and Events” committee
- There is limited product development work currently being done to support Kelowna festivals and events beyond the efforts of select city departments
  - For example, key staff within the Outdoor Events Committee and Sport Kelowna departments currently provide developmental support to festivals and events held on City properties:
    - Sport Kelowna is focused on sport-based events; Michelle Cullens operates under contract with Sport Kelowna to provide this service to sporting events and tournaments
    - Claudia Buhler, Outdoor Events Coordinator, provides informal support to events and festivals during the OEC regulatory process. However, her resources, including time, are limited and are generally provided on an ad-hoc and as needed basis (i.e. in an emergency)
- Anecdotal information from local events coordinators, City staff, and event suppliers reveals that there is a need for training within the local festival and event industry to both increase the calibre of the events being produced, as well as increase the viability of the events community

### **Outcomes**

- A product development strategy for supporting Kelowna festivals and special events
- An initial inventory of developmental resources for festivals and events, including:
  - A resource database (i.e. suppliers, producers, artists, etc.)
  - An “events toolkit” – a “how to” for event production
- New and/or expanded components within existing festivals and events

- New market-ready tourism products to offer to destination marketing organizations and tour operators (i.e. packages which combine accommodation, dining and events)
- New partnerships which will enhance visitor patronage of local retail, restaurant and specialty businesses and create a beneficial multiplier effect
- New opportunities for the business community which provides goods and services to the festivals and events industry (i.e. rental agencies, event planners, ticket sellers, production companies, security, food and beverage suppliers)
- Enhanced visitor satisfaction and enthusiasm with Kelowna festivals and special events

### **Operational Structure**

The work of product development can be achieved through a combination of staff, sub-committee and consultant work.

Staff will lead the work, but can draw upon the resources of professionals both within and beyond the festivals and events industry. In addition, partnerships can be established with organizations whose expertise addresses identified focus areas for development, including the City of Kelowna's Cultural Services Product Development Coordinator and the Sport Kelowna Event Development Coordinator.

In addition, staff will have the ability to establish and work with a sub-committee. This sub-committee may include staff, members of the Festivals Kelowna board, and stakeholders from the local and regional festivals and special events industry. The actions and decisions of the sub-committee would be governed by the Festivals Kelowna board.

### **Proposed Work Plan**

The work plan of the Festivals Kelowna staff and the "Product Development" committee should include but not be limited to:

- Identifying and prioritizing product development needs as outlined in the gap analysis and community scan research
- Researching best practises used by other communities to assist and develop festivals and events
- Identification of resources Festivals Kelowna can provide to festivals and events community. This could include:
  - Creation of a database of industry suppliers
  - Presentation of workshops on industry specific topics (i.e. how to set-up an effective event site)
  - Acting as a referral service to other agencies and developmental services (i.e. Sport Kelowna for sporting events)
  - Guidance and advice on revenue development (i.e. grant writing workshops)
  - Development of an "events toolkit" – a "how to" guide for developing and producing an event
    - Note: Committee recommends the development of this resource as a workshop-linked product that can be sold to event producers
- Developing an implementation strategy for providing support to the local festivals and events community. For example,
  - Defining which festivals or events should receive priority assistance (i.e. community vs. tourism-oriented)
  - Defining who is eligible to access support (i.e. commercial vs. non-profit)
  - Determining a fee structure for services (i.e. commercial vs. non-profit rates; a sliding scale?)

- Determining if services are based on cost-recovery only, or if it is an opportunity to generate revenue for Festivals Kelowna
- Identifying available human resources to support development work (i.e. does local expertise exist? If so, what? If not, where can expertise be accessed from?)
- Defining a delivery model for providing support (i.e. staff-based, mentorship program, consultants, etc.)

### **Budget**

- The budget for “Product Development” activities will be a function of the larger operational budget, and will be a reflection of available resources
- Where possible, shared costing opportunities will be explored
- Development grants are available to eligible organizations. (i.e. Arts POD through the BC Arts Council’s Centre for Sustainability; Heritage Canada sustainability programs). Festivals Kelowna will identify and apply for project specific development funding.
- Generally, development expenses may include:
  - Miscellaneous sub-committee expenses (meetings, refreshments) - \$2,000
  - Consultant fees - \$3,000 to \$5,000
  - Mentorship program fees – dependent upon duration and nature of project

Implementation: mid to long term

## Festivals Kelowna – Professional Development Action Team

### **Goals**

- To position Festivals Kelowna as the initial and primary point of contact for festivals and special events seeking professional development and guidance
- To identify and prioritize professional development needs within the Kelowna festivals and events community
- To deliver professional development services to the Kelowna festivals and events community

### **Background**

- “Professional Development” is focused on increasing the knowledge and expertise of the people who deliver the products
- Professional and Product development are intrinsically linked and complement each other
- The Kelowna festivals and events community features a variety of events, ranging from volunteer-driven, community based events, to professionally produced, national-calibre events.
- Well produced events are a reflection of the resources available to an organization including:
  - Experienced, trained staff
  - Adequate financial and human resources
  - Thorough and advance planning
  - Strong implementation strategies
  - Access to knowledge and expertise
- Some of the major events in Kelowna are produced by an organizing body staffed either partially or completely by volunteers, or with volunteers in key positions. While enthusiasm may be high, often the level of experience or expertise is not. In addition, volunteers may not have been recruited for their particular skills, but more to “fill a gap”. As a result, the calibre of the event may be negatively affected.
- There has been an informal sharing of experience and knowledge among local event producers, however, there exists a great opportunity to expand upon this in a more formalized way
- While there are national and provincial professional associations for the special event industry, there isn't a local chapter. As such, there are minimal professional development opportunities for the local industry specific to festival and event development.

### **Outcomes**

- Increased professionalism among local event producers
- Higher calibre festivals and events resulting in:
  - Increased professional performance opportunities for local and touring artists
  - Increased attendance
  - Enhanced visitor satisfaction and enthusiasm with festivals and events
  - Increased revenues
- Enhanced long-term sustainability of the local festivals and events industry, particularly those key events which are proven tourism attractions

### **Operational Structure**

The work of professional development can be achieved through a combination of staff, consultants, and industry partnerships.

Staff will lead the work, but can draw upon the resources of professionals both within and beyond the festivals and events industry. In addition, partnerships can be established with organizations whose expertise addresses identified focus areas for development.

### **Proposed Work Plan**

The work of professional development will include but not be limited to:

- Identifying professional development needs and opportunities:
  - For example, anecdotal feedback indicates there is a desire for training in:
    - Media relations training
    - Grant writing workshop
    - Revenue development strategies – sponsorship vs. earned revenues vs. grants
    - Effective Financial Management for festivals and events
    - Volunteer management and development
    - Training and maintaining skilled staff
    - Navigating the local regulatory process (i.e. completing an outdoor event application)
    - Developing a successful merchandise program
    - Managing contracts and other legal documents
    - Audience development - attracting and retaining audiences
- Determining audience for professional development opportunities. (i.e. professional event producer oriented workshops vs. volunteer / community event workshops)
- Determining a fee structure for professional development. (i.e. fee or free? How much to charge? Commercial vs. non-profit rate?)
- Working with the communications staff and sub-committee to create messaging and a marketing campaign for Festivals Kelowna and its professional development programs
- Developing and implementing an annual professional development program.
- Identifying collaboration opportunities and establishing partnerships with similarly focused organizations (i.e. Cultural Services, Sport Kelowna, Economic Development Commission)
- Establishing relationships with industry professional development and accreditation organizations (i.e. International Special Event Society, Canadian Special Events Society, International Association of Business Communicators)

### **Budget**

- The budget for “Professional Development” activities will be a function of the larger operational budget, and will be a reflection of available resources.
- Where possible, shared costing opportunities will be explored (i.e. sponsorships and partnerships).
- Workshops and other training opportunities will operate on a cost-recovery basis where possible.
- Festivals Kelowna will identify and apply for project specific funding.

Implementation: mid to long term



## Festivals Kelowna Hosts

### Background:

In the fall of 2005, following the success of the Centennial Ambassador Program developed for Kelowna's Centennial celebrations, Frankie Molzahn, Dot Schoneberg and Dorothee Birker proposed the creation of a core body of volunteers who could provide volunteer support to key festivals and special events in Kelowna. Originally designed to support to the Life & Arts Festival, the concept was modified with the creation of Festivals Kelowna and was extended to include both Canada Day and Parks Alive! activities. Modelled after successful volunteer programs already in place, and with a defined scope of responsibilities and duties, the new Host program was developed to provide local festivals and events with an "elite", trained team of volunteers who could offer professional calibre, frontline public relations and guest service oriented support.

The Festivals Kelowna Host program is active and currently has a membership of approximately 25 Hosts.

### Job Description

**Responsibilities and duties** of Festivals Kelowna Hosts will include but may not be limited to:

- Providing communications support to event organizers during special events as required (i.e. as lead volunteer in event Information Booth(s))
- Staffing display booth and providing information to event patrons, both orally and through distribution of print materials (as provided by event organizers)
- Welcoming guests, VIP's and other volunteers to event
- Ticket taking and ushering to seats
- Assisting with guest check-in (i.e. guest sign-in, coat check duties)
- Host / escort VIP's during event

### **Availability and Requirements:**

- One year commitment, and at least four hours per month
- Available to volunteer weekends and evenings for a minimum time commitment
- Strong communication and organizational skills
- Team player
- Willingness to familiarize themselves with background information of special event they are participating in, in advance of event where possible
- Ability to take initiative and utilize leadership skills when required
- Ability to work under pressure and adhere to deadlines when necessary
- Enthusiastic and creative
- Access to a computer for email communications

### Note:

If a Festivals Kelowna Host is unable to fulfill one year commitment, then the complete uniform of jacket and golf shirt shall be returned to Festivals Kelowna.

Following the completion of one year of active volunteering, should a Host wish to resign, he/she may retain the golf shirt, but will return the jacket to Festivals Kelowna.

(updated June 2006)



