



CELEBRATIONS TOOL KIT

A PRACTICAL
GUIDE TO CREATING
CELEBRATIONS AND
SPECIAL EVENTS





2010 Legacies Now gratefully acknowledges the Province of British Columbia
for its ongoing support of initiatives like the Celebrations Tool Kit

Cover Photo:
Institute of Spectacle – a community artists' retreat held by
Runaway Moon Theatre, 2005 (Enderby)

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IS THIS GUIDE FOR YOU?

If you would like your community to come together in celebration, but need help making it happen, this guide is for you! Using our experience creating hundreds of celebrations, we'll take you on a step-by-step journey to turn your vision into reality. We invite you to use this guide to participate, interpret and create!

Part of Public Dreams' mandate is to help other communities to create their own celebrations. We've taken what we've learned through years of trial and error and present it here for you. We hope that this knowledge from our community will help you create a wonderful celebration.

2010 Legacies Now has worked with Public Dreams to commission this Tool Kit in response to the request of communities across British Columbia for tools and best practices in the area of Community Celebrations. This guide provides information and tools to create celebrations large or small, and with whatever creative energy and resources you have at hand.

LIABILITY & DISCLAIMER STATEMENT

The Celebrations Tool Kit and all seminars and workshops held in connection therewith are based on information and ideas which 2010 Legacies Now Society and Public Dreams Society believe to be accurate and relevant to holding a successful event. Users of the Celebrations Tool Kit and participants at all seminars and workshops must make their own determination with respect to the accuracy, reliability and relevance of such information and ideas. 2010 Legacies Now Society and Public Dreams Society specifically disclaim all representations, warranties or covenants with respect to such information and ideas and shall not have any liability to any party who relies upon or otherwise utilizes such information or ideas. In addition, all parties relying on such information or ideas do so at their own risk.



Opposite Page: Circus of Dreams, 2001 (Vancouver),
Public Dreams Society

Top: Lantern-making workshop, Illuminares, 2003 (Vancouver),
Public Dreams Society

Bottom Left: Urban Renaissance, 2005 (Penticton),
Okanagan School of the Arts

Bottom Right: Vancouver Jazz Heritage Project,
2005 (Vancouver), Coastal Jazz and Blues Society



Getting Started

Ritual and celebration are integral to the human experience. They nourish our sense of well-being and allow us to access the creative part of ourselves that can become dormant in the business of day-to-day life. Rituals, processions, festivals and outdoor gatherings can bring magic into our lives. The arts can become a vehicle for connection, exploration, sharing and celebration.

There are many excellent reasons to create a celebration: to promote community well-being, to have fun, to celebrate, to sustain community beliefs, heritage or traditions, to create a forum for the enactment of myths, legends or stories, or to draw attention to the beauty of where you live.

Why are you creating a community celebration? The purpose of your celebration will help you to determine what kind of event to design. Examine what excites you about initiating an event. An excellent way to generate ideas and enthusiasm for your event is to gather as many interested people as you can for a giant brainstorming and planning session. By using the following exercises, you can generate ideas and develop a plan that addresses the most important aspects of your celebration.

EXERCISE: Event Development Worksheet

Answering these questions will help you plan your event. You may choose to answer the questions individually or as a group, addressing some in your brainstorming session. Ensure that everyone's responses are recorded so that all ideas are shared and acknowledged. Often one idea will feed someone else's creativity and lead to an innovative new approach.

Part One:

Describe the event as you envision it.

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Who is your primary audience?

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What audience needs can you meet by producing this event?

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Do you see this as a one-time event or an annual celebration?

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Do you want an educational component to the event?

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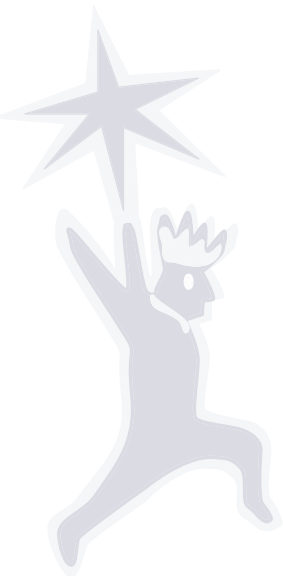
How will you make the event interactive and memorable for your participants?

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Part Two:

Have you identified some possible sites or facilities for your event?

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Will the site meet your needs now and for the future?

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Part Three:

Who will support this project (i.e., local government, neighbourhoods, businesses, schools, community centres, church groups, arts collectives, local arts councils)?

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How will you involve the community?

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If you are working with an organization, what support staff and resources do you have (either paid or unpaid)?

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Who will oversee the general management of the event?

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Do you have some administrative skills to manage the event details?

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Part Four:

How will you recruit volunteers?

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What kinds of tasks do you see the volunteers doing?

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How many volunteers do you think you will need?

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Part Five:

Do you know any performers who would be excited by this project?

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Part Six:

•What resources do you currently have (i.e., time, money, creative energy, skills, materials)? In what areas do you feel you lack the necessary resources?

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Part Seven:

How will you market this event to encourage people to attend? Do you have local media outlets that could publicize the event?

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Part Eight:

How much will it cost to run this event?

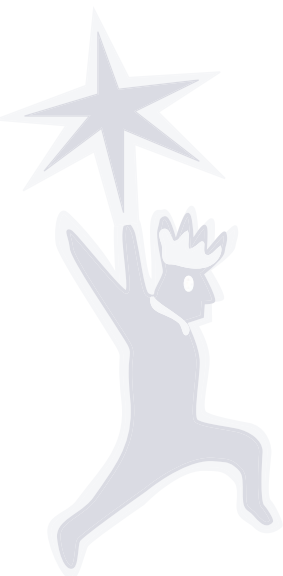
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How can you generate revenue at the event?

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Who can you approach to help fund the event, through donations of money, goods, services, grants or sponsorships?

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Top: Horsefly River Salmon Festival, 2005 (Horsefly),
Quesnel River Watershed Alliance

Bottom Left: First Nations Living History Interpretation & Recognition,
2005 (Prince George), Huble Homestead/Giscome Portage Heritage Society

Bottom Right: Salmon Festival, 2005 (Quesnel),
Quesnel and District Recreation Centre

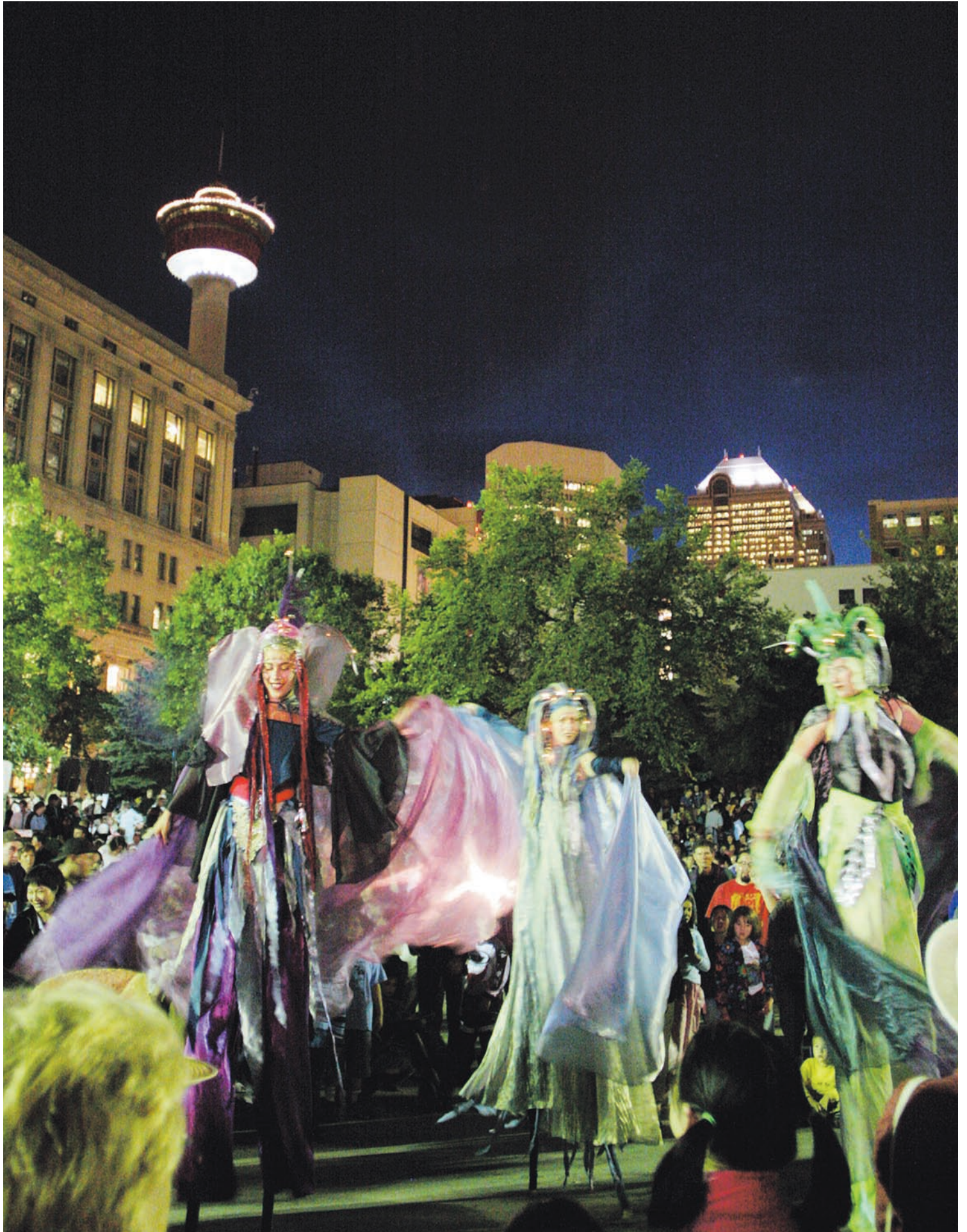
Establish an event team:

In establishing your team, first identify the core roles and responsibilities necessary for the production of your specific event. The people you may need on your core team are: Event/Artistic Director, Production Manager, Performance Coordinator, Site Installation Coordinator, Volunteer Coordinator, Media

and Public Relations Coordinator, Financial Manager, Workshop Coordinator and Hospitality Coordinator. These titles may change based on your specific event.

It is a good idea to have written job descriptions for all positions, even for volunteers.





Artistic Visions

The Event/Artistic Director of your event will envision how all elements of the celebration will work together to create a special experience for participants and manage the Team. This vision should include making the event a positive and inclusive experience for everyone involved. Allow space for participants to create their own elements. Build a great framework, invite participation from the community members, and offer support and workshops to facilitate their creations.

Use the following artistic elements to make your event magical for daytime or evening events:

1. **Music** helps to define the atmosphere of your celebration. It keeps the energy moving – as soon as the music changes so does the energy. Drum bands evoke a traditional energy that encourages people to connect with the beat. Simple percussive instruments such as drums, horns, rattles and wind instruments can create the same effect. Music can enhance other elements or stand on its own artistically.
2. **Following a procession**, participants will engage all their senses as they walk, taking in the performance elements, music, each other, their own creations and the procession itself.
3. Pay attention to **light** as you plan your event. Think about what time of the day you will hold your event. Incorporate candles and lanterns to add a touch of magic to the celebration at dusk or in the evening.
4. **Lanterns** can hang from trees, float on water, or be placed in a particular site for beautification. Performers may choose to carry them in a procession or install them to decorate their performance area. Holding lantern-making workshops is a great way to involve the community in your celebration.
5. A **fire show** adds a touch of ritual and earth energy that can feed your audience. Ensure that your fire performers understand basic fire safety and stage their show in a safe area that allows visibility.
6. **Site installations** are artistic focal points that you create on your event site. You can create installations out of tissue paper and bamboo, with candles placed inside so people can see them at night. They can be made of cardboard, sheet metal or anything you can find. You can hold workshops to teach people how to build installations or invite artists from your community to create their own for display.
7. Employing different types of **performers** can help to animate your events. Performers can create costumes that support the artistic vision of the event. They can create characters to animate the trees, dance in parades, welcome guests and move through the event to engage participants.

A Location

Conduct a thorough walk around the site and consider these questions:

- Does the site accommodate performance areas and installations?
- Pick a spot where the event can grow if you're planning for this to become an annual celebration.
- Is the site easily accessible to the public? How easy will it be to move a large number of people and vehicles through the area?
- Is the site physically safe? What will you need to do to ensure public safety?
- Where will you place all your performers and volunteers so they can access bathrooms, keep their belongings safe, eat and get changed?
- Where will you place all your production equipment and people? A secure area is important because you will have tools and personal belongings to care for.
- Public washrooms are necessary. If there aren't already washrooms on site, you may need to rent portable ones.
- If you need electricity, does the site have access in the areas you require it?
- Is the site in a residential area? How can you minimize the disruption to them and encourage their participation?
- Is the event site accessible to people with a disability?

Name your event:

The name you give your celebration will determine the identity your event takes on in the community. A brainstorming session is a great way to come up with a name. Check with other communities to ensure that you are not sharing a similar name, especially if you are close to each other.

Permits, Insurance & Safety

Seek permission to use your site:

Municipal governments, school boards or parks departments may each require permits.

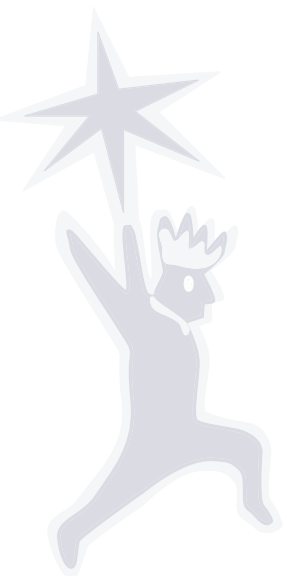
Get the appropriate insurance:

Check with the insurance agent to make sure that the policy will cover volunteers, contractors and performers, both before and on the day of the event. Ensure that the liability insurance amounts are adequate for the size, location and type of event. Check with the owner or manager of your event site (such as your city or parks board, for

example) to see if they need to be added to your policy for the day of the event, or if you can be covered by their insurance. Check well in advance of the event to see if there are any special permits or licenses required for insurance purposes.

Create a safe event:

You have a responsibility to create a safe environment for your participants: First Aid, Lost Children's Area, Policing and Fire Safety are important elements to include in your event planning.



Community Involvement

Connect with community organizations:

The more enthusiasm you can generate for your event, the more successful and enjoyable it will be for everyone involved. Think about your community and its interests. What do people like to do? What are the major interests and issues? Your event can include all kinds of people – artists, children, seniors and everyone in between. Make a list of the organizations you want to reach out to. Contact them by letter, explaining the event and inviting them to participate. Plan a community meeting and invite a representative from each organization. Or decide on the specific groups you would like to invite and meet with them individually to discuss your plans.

Recruit volunteers:

You can't organize a successful community celebration alone! You will need volunteers to help bring the event to fruition. Motivation matters! Remember that people volunteer because they want to get something out of the experience. Their motivations might include making new friends, developing skills, getting connected to their community or simply having fun. Thinking about their needs

will help you ensure that volunteers have an enjoyable experience.

Finding the people you need:

You may find volunteers in organizations active in the local community or in the arts. Register your event on VolWeb.ca, an online database containing thousands of dedicated and enthusiastic volunteers from across the province. From small to major events, finding volunteers that match your event location, and desired volunteer experience and skills profile is fast and easy. Use some of the ideas below:

- Individuals in the immediate neighbourhood may be recruited with neighbourhood letters and at community meetings.
- Artists and performers can be contacted through arts organizations, community centres and schools.
- Festivals, religious or cultural organizations may have a pool of community-minded members who want to volunteer for other events.
- Service groups, such as the Rotary Club, may provide you with networking opportunities to meet potential volunteers.



Managing volunteers:

Assessing skills so you can delegate jobs is important. Volunteer roles should be clearly explained. Giving volunteers a look at the site and a chance to meet the rest of the volunteer team is important. Asking for input and suggestions is one way to give volunteers ownership of the event. After the event, expressing your genuine appreciation will help retain your volunteers for future events.

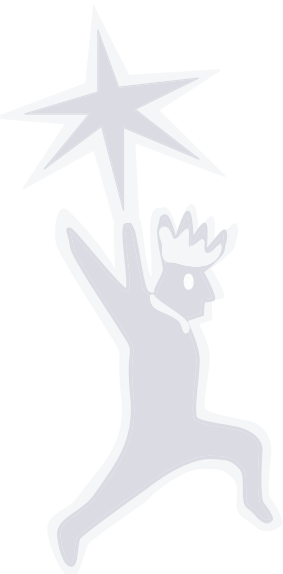


Get to know your neighbours:

The people who live and work near your event site should be given special consideration in your plans. Not only should they be informed about the event, you should seek ways to make the celebration enjoyable and meaningful to them. Some things you can do to show you're a good neighbour are: inform neighbours about the event and invite their participation, drop off letters to any homes and businesses near the site and hold a neighbourhood meeting.

Offer public workshops:

The workshops should support the vision and elements of your event. Examples of possible workshops: Costumes and Accessories, Headdress-making, Installations, Lanterns, Parade Props, Performance, Puppet-making or Wands. Ensure that your workshop leaders are comfortable facilitating an inclusive and creative process. Contact art teachers, colleges or art schools for possible leaders.



Opposite Top: Arts on the Edge Festival, 2005 (Kimberley),
Kimberley Arts Council, Centre 64

Opposite Bottom: Urban Renaissance, 2005 (Penticton),
Okanagan School of the Arts

Financial Management & Fundraising

Build a budget:

A budget is simply a list of items on which you plan to spend money (expenses) and a list of sources from which you can generate money (income). Creating a budget is a responsible way to know what you can afford. Ideally, your expenses and income will balance or leave your team with a surplus.

Monitor the money:

Your Financial Manager should keep records and develop procedures for managing all financial transactions related to your event. You will be handling money throughout the course of the celebration. Working within the budget that your team has developed, the Financial Manager can ensure that your celebration stays on budget. They can also train other volunteers who will be handling money during the celebration.

Identify all your resources:

There are many free (or almost free) resources that can help you make your celebration successful. Use a brainstorming session to identify all the resources you have access to through your group.

Fundraising from your community:

This is an excellent way to fund your event. Fundraising events, such as bake sales, dances, auctions, raffles, garage sales and house parties can all raise money for your celebration.

Donations:

Individuals, businesses and organizations may donate money, items or services to your event, if you ask them the right way. Be specific about what you need and tell the prospective donor how their support will benefit the community.

Memberships:

If your event is annual or you are working with an established organization, consider starting a membership program. Members are individuals, families or businesses who support you through an annual membership fee.

Busking:

Buskers perform to help raise money for your event by accepting donations on-site from your participants. Position them throughout your site for good visibility and multiple donation opportunities.

Sales:

Another source of revenue is the sale of merchandise or services at your event (i.e. snacks, face painting, workshops and lantern making). These revenue streams are tied to the event logistics and must be included in the site planning.

Grants:

Government departments and charitable foundations make grants in support of artistic events that serve specific community needs. Start research early in your planning as it can take six months or longer to find out if your proposal is successful. A good place to start is the "Links & Resources" section of the Arts Now website, www.2010LegaciesNow.com.

Sponsorship:

Corporations usually show support for community events in the form of sponsorship. Becoming a sponsor means the corporation will give you money (or services or goods) in exchange for recognition at your event. Many companies have sponsorship programs and can tell you whether your event meets their



criteria and how to apply. Think about the kinds of businesses who serve your audience. Talk to the company before sending them a request. Explain how the sponsorship of your event will be of benefit to the corporation and how your event will meet important community needs. Unsolicited proposals are not often successful.

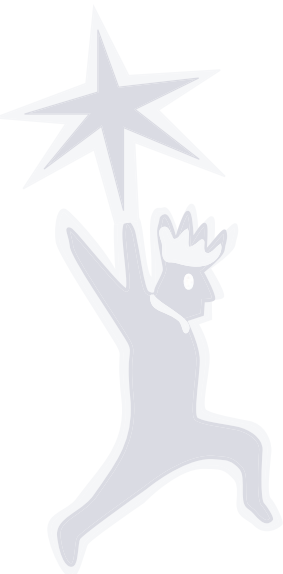
Some funders and donors (especially granting agencies) will only give to provincially-registered non-profit societies or federally-registered charitable organizations. If you intend to operate your event annually or if your event is large, you should consider seeking this legal status. Registered charities have the ability to issue tax receipts for donations.

For Spirit of BC Community Committees:

2010 Legacies Now has prepared a “Sponsorship and Revenue Generation Resource Guide” which provides guidelines and suggestions to enable Spirit of BC Community Committees to obtain sponsorship. In the Guide, details can be found about the corporate sponsorship process.

The process begins with creating an inventory of every benefit that can potentially be offered to a corporate sponsor. Some examples include sponsor logo identification on promotional materials, banner displays at events and complimentary advertising in newsletters. In addition to traditional benefits of sponsorship, today’s corporate sponsor is looking for additional opportunities; things that are different and will set them apart and help them build a close relationship with their customers.

For more information about the Sponsorship Guide, a copy can be obtained through your local Spirit of BC Community Committee or via the SpiritofBC.com Message Board.



Marketing & Media

Effective marketing will ensure that people know about your event, get excited about it and actually attend!

Choose appropriate marketing vehicles:

You need to choose how to reach your audience. There are a variety of marketing vehicles available to you, depending on your resources and time. Possibilities include: Posters, Flyers, Event Listings, Displays, Web site, E-mail, Advertising and Media Relations.

Regardless of the vehicle/method you choose, your materials should always convey information in a clear and compelling way. Finding volunteers with writing and graphic design skills can be invaluable in creating attractive, professional materials.

Define your goal and audience:

What do you hope to accomplish through your marketing and publicity? Who are you trying to reach with your marketing? The more you can define and attract this audience, the more successful you will be.

Posters and flyers:

Creating posters and flyers is an inexpensive way to promote your event. Posters can be designed by volunteers and photocopied. These should be posted two or three weeks before the event and checked a week before to see if they are still visible. In addition to the poster, small-sized flyers are very effective. Distribute flyers to places such as stores, libraries, community centres and cafes.

Your posters and flyers should include:

- The name of the event and compelling one-sentence description of what will happen at the event.

- Location (including address), date and time.
- A call to action such as “Bring your family,” “Everyone welcome – please join us!” or “Call today to register for a workshop”.
- Phone number, e-mail and Web site address where people can find out more.
- Logos of sponsors and your group (if you have a logo).
- An eye-catching visual, colour or text to help the piece stand out from a distance.

Make your marketing budget go further:

When starting up an event, funds are usually limited. Follow these tips to get the most out of your efforts:

- To create brand recognition for your event, keep a consistent look and feel on all your promotional materials.
- Create a compelling one-sentence tagline to quickly describe your event.
- Look for talented volunteers with skills in the areas where you need assistance.
- Hold a contest for your logo or poster design.
- Track what marketing method is most successful so you can repeat them in the future.

Work with the media:

When working with the media, remember that they have a job: to convey newsworthy and interesting information to their audience. Showing them how your event is newsworthy, unique and important to their audience is the key to getting coverage.

Identify media contacts:

Think about which media are right for your target audience. Try to identify the right individual to cover your event. These may be entertainment editors, local news editors, arts reporters or photo assignment editors.

Create a media release and media kit:

A media release (or news release) is a one-page announcement of something newsworthy about your event that will get coverage. A media kit is a package of more detailed information about your event or organizing team. Sending a media release is the best way to introduce your event to the media. If they show any interest, you can then send a full kit.

The kit can include:

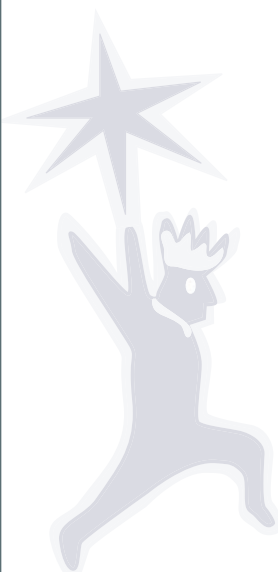
- The media release (templates can be found on the SpiritofBC.com Message Board).
- A fact sheet including the ‘who, what, where, when and why’ of your event.
- Story ideas to help them see how they want to cover your event.
- Background information such as a history of the event, profiles of the organizers or performers, and information on sponsors.

- A poster or flyer.
- Photos of performers, volunteers, your event site or the event in previous years.
- An invitation to attend the event and parking pass, if needed.

All this should be placed neatly in a folder with a cover page detailing the contents of the folder and your contact info.

Here are some guidelines for writing a great release:

- At the top of the page, write: “For Immediate Release” and the date.
- Include a large, bold, attention-grabbing headline.
- Put all your important information in the first paragraph. Keep your paragraphs short – no more than two or three sentences. Answer who, what, where, when and why.
- Include your name and contact information at the bottom of the page. Put the release on letterhead if you have it.
- Keep it short – no more than one page.
- Media releases are most often sent by fax or e-mail.



Opposite Left: Open i, 2005 (Vancouver), Pacific Cinematheque

Opposite Right: Art in the Park - Trails of Quesnel Community Arts Project, 2005 (Quesnel), Quesnel and District Arts and Recreation Centre

Event Logistics

Plan regular meetings. Managing an event is all about details. Schedule regular team meetings with clear agendas to ensure that you stay organized. Meetings may be monthly six months prior to the event and weekly two months before.

Meetings are for sharing and updating as well as troubleshooting when necessary. Sharing information is integral to keeping the event on track. Your Artistic Director or another core team member can act as the facilitator and another person can record minutes from the meeting. It is very important for each member to share their information so that any problems can be identified and all logistics worked out before the event day.

Create timelines:

Timelines keep the production on track and bring awareness to whether your goals are achievable. You may need up to three different timelines:

1. Annual calendar.
2. Detailed timeline for the month, week or days leading up to the event.
3. Cue-to-cue timeline for the event itself. This shows the running order and time of all the performances. All performance elements are listed by time to ensure that the event runs smoothly and everyone knows where they should be at a particular time.

Map the event site:

Get or create two maps of the site: one for distribution to the public and one for your production team.

The public map may include: First Aid, Lost Children, Lost and Found, Information and Membership Booths, Procession Route, Performer Locations, Installation Locations, Bathrooms, Public Phones, Donation areas, Vendors and Sales Areas.

The map for your production team may include the above plus: Emergency Access Points, Volunteer and Performer Check-in Area, Hospitality Area (for

performers, volunteers and crew), Fuelling Stations (where fire performers can get fuel), Production Area (for supplies and tools), Green Room (preparation area for performers), Volunteer Room (for breaks and snacks) and Equipment Storage Area (this needs to be a secure area such as a community centre or the back of a truck).

Create an event program and signage:

Clear signage can help people understand and navigate smoothly through your event. Printed programs can be handed out at the event or be available beforehand. The program can take many forms: from a simple double-sided photocopied piece of paper to a colourful multiple page document including photographs or illustrations.

Prepare to document the event:

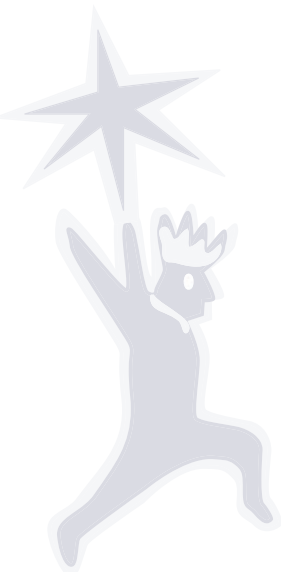
Plan to take photographs or even video footage of your event. This will be useful for the future – for marketing, recruiting volunteers, attracting donors and making improvements to the event. Encourage your photographer to take many photos, so you will have a large number to choose from. Video footage can be edited into presentations for many different audiences.

Provide volunteer and performer orientation:

Take all the volunteers and performers on a **site walk** prior to the event. Take the time to show people their positions and important amenities such as bathrooms, public phones and information booths. Tell everyone what to do if they come across a lost child or emergency. Remind

your volunteers and performers to come prepared for the weather and to check-in when they arrive.

You should also keep records of any incidents that happen on site such as medical emergencies, lost children or safety problems. Show your volunteers how to fill out an **incident report**.



The Event – From Start To Finish

Walk through the following checklists for each major part of the event: set up, running the show, tear down and clean up.

Set up

- Advance planning is key to a productive and successful set up.
- Well before set up begins, the Production Manager and Site Installation Coordinator will have prepared timelines, checklists and have considered the optimal order for the set up. Often one task needs to be completed before others can proceed.
- All material requirements should be known before event day. All team members will have communicated what their needs are in their area (i.e. rope and rebar to delineate a performance area).
- The team holds a final meeting the day before the event and completes a final site walk if necessary.
- The Production Manager provides a detailed plan that the team works from for the set up.
- Depending on the size of your event, you may want to separate the site into quadrants and allocate teams to deal with each quadrant. Team captains can have a list of what to do in their quadrant.
- Prepare supply kits for major areas.
- The Performance Coordinator prepares the green room for the performers. Once the performers begin to arrive the Performance Coordinator attends to their needs.
- The Volunteer Coordinator checks in all performers and volunteers and places volunteers in their positions.
- The Artistic Director is responsible for ensuring the artistic vision is upheld and

that the team feels supported in the set up process. There may be a lot of troubleshooting between the Production Manager and the Artistic Director.

- You should feed volunteers throughout the set up day. If that is not possible, ensure they get breaks to feed themselves.
- Once the set up is complete, the focus can shift to ensuring that performers are ready.

Running the show

- All team members should try to witness the event, while still fulfilling their responsibilities during the running of the show.
- The Site Installation Coordinator ensures all the installations are placed and the candles are lit if necessary.
- Choose one person to give the time cues to the performers.
- The Production Manager should ensure the site is safe and manage any problems that arise. They should assign the appropriate individual to be present during fire shows to monitor safety.
- The Performance Coordinator manages the performers.
- The Volunteer Coordinator manages the volunteers and troubleshoots in this area when necessary.
- The Artistic Director witnesses the event and begins the process of evaluating.
- At this point, the job of the artistic team is to let go of the event, to celebrate the journey that the participants take and to witness their experience with an open mind.



- The only time a team member should approach a participant is to stop a particular behavior that endangers others.
- Document the event through photography or video.

Tear down

- Tearing down should be as organized as set up, particularly because by the end of the event people are tired and ready for a break!
- The Production Manager and the Site Installation Coordinator organize their teams to “strike” (take down) the site in a particular order.
- The Performance Coordinator strikes the green room.
- The Volunteer Coordinator strikes

the volunteer check-in area.

- Equipment and site installations should be placed into storage.
- It can be challenging to find strike team volunteers. Make sure there is food for the strike team!

Clean up

- This may happen the next day, depending on the size and time of your event.
- Ensure that all garbage is cleared from the site.
- Clean up the rooms or buildings used for the event.
- Leave the site cleaner than when you arrived.

Evaluation

The evidence of your celebration’s success will be visible on the joyful faces of your participants. But to proactively improve your celebration year after year, take time for formal evaluation and reflection.

Seek feedback from event participants. Asking your participants for feedback will give you a great understanding of their experience at your celebration.

Hold a debriefing meeting. Shortly after the event, you should bring your team together for a debriefing meeting. This meeting allows you to examine what worked well and what you could do differently in the future. Remember to focus on the work and the event, and not individuals or personal

criticism. The meeting could include your core team as well as selected performers, artists and community groups. Invite each person to give feedback; record their ideas to help plan for future years. If time permits, you could have a brainstorming session to generate new ideas for next year.

Take the time to reflect on where you started and all that you accomplished! Celebrate the contributions of everyone on your team.



Opposite Top: Copper and Fire, 2005
(Britannia Beach), BC Museum of Mining

Opposite Bottom Left: Parade of the Lost Souls, 2003
(Vancouver), Public Dreams Society

Opposite Bottom Right: Illuminares, 2002 (Vancouver),
Public Dreams Society

This Page: Institute of Spectacle, 2005 (Enderby),
Runaway Moon Theatre



The Future Of Your Celebration

Keep excellent records:

It will be much easier to organize future events if you keep records of what happened in the first year. Keep records in one large binder or one location. This should include planning meeting minutes, brainstormed lists, permits, timelines, plans, fundraising letters, marketing materials, volunteer lists, media coverage, participant feedback, debriefing evaluation and everything else related to the event.

Be consistent:

Holding your event on an annual schedule can help you build an audience and a presence in your community. Avoid changing the date or location – this often results in a loss of audience. Respect your audience. If yours is a family event, make sure it still appeals to families even as it grows. Dramatic changes in focus may cause you to lose your audience.

Manage growth:

Here are a few practical tips for managing growth:

- Pick a site that will accommodate growth.
- Maintain a flexible organizing model.
- Invite involvement from new people.
- Develop a positive relationship with the community. Share your expertise.
- As the event grows, so does the need for year-round administration. Think about where you can find administrative support such as a year-round phone number, meeting space and storage for your props, lanterns and signs.

Create continuity in your team:

Team members and volunteers are your most valuable resource. Key team members who return year after year can pass on their knowledge and develop a pool of informed people who know the event and understand the dynamics. Encourage your team members to mentor new people so they can take on key roles in the future.

A Brief History Of Public Dreams

Public Dreams has been creating community celebrations since 1985. We're the Celebration Specialists!

It began with a dream. In 1985, Dolly Hopkins, Paula Jardine and Lesley Fiddler, all accomplished, working artists, had a dream of celebrating the spirit of community in their hometown of Vancouver, British Columbia. They would create community events that would provide mentorship and employment to their many colleagues in the arts. They would create performances, events and festivals that would provide opportunities for the culturally rich and diverse population of Vancouver. Individuals would discover for themselves what it means to celebrate and be part of a community.

The dream became a vision, the vision became a plan, and in 1985 the plan became reality with the creation of the Public Dreams Society, a registered charitable organization. Dolly Hopkins became the sole Artistic Director in 1995. Through the years, she has continued to nurture that dream.

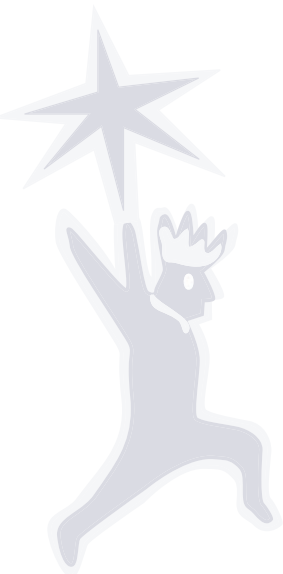
Public Dreams has created several hundred events, enjoyed by tens of thousands of people in British Columbia and beyond. We produce three annual events in Greater Vancouver, British Columbia: Illuminares, Parade of the Lost Souls and Mountain Mardi Gras.

Consulting Services

This guide is a condensed version of a comprehensive manual available through Public Dreams Society.

Public Dreams' own celebrations have captured the hearts, imagination and spirit of individuals, corporations and communities alike. It is no surprise that others wish to recreate this magic themselves. We believe that the greatest role our organization can play is to make our history, experience and expertise available to others. Interest in our work is growing across the country, allowing us to provide our consulting services at an affordable price.

Our Public Dreams Celebration Specialists are dedicated to helping communities and organizations create special celebrations that express their unique visions and voices. Our team can come to your community to work with you to produce new events or revitalize existing ones.



About 2010 Legacies Now

2010 Legacies Now is a not-for-profit society that works in partnership with community organizations, non-government organizations (NGOs), the private sector and all levels of government to develop sustainable legacies in sport & recreation, arts, literacy, and volunteerism. 2010 Legacies Now actively assists communities discover and create unique and inclusive social and economic opportunities leading up to, during and beyond the 2010 Olympic and Paralympic Winter Games. For more information, visit www.2010LegaciesNow.com.

Spirit of BC Community Committees

More than 90 Spirit of BC Community Committees are working together to leverage Olympic, Paralympic, and other community opportunities. Supported by the Province of British Columbia and 2010 Legacies Now, the Spirit of BC Community Committees are committed to developing local programs and events that demonstrate the five elements that define the Spirit of BC – achievement, effort, inclusion, celebration and excellence. For more information, visit www.SpiritofBC.com.

Arts Now

Arts Now focuses on new opportunities in the arts and culture sector. Its main goal is to strengthen and enhance the creative capacity of organizations and communities across British Columbia through strategic investments and initiatives. The key objectives of all Arts Now programs are to increase community engagement in creative activities, to strengthen the arts sector's economic base and organizational capacity, and to strengthen the arts sector's ability to achieve artistic excellence.

CELEBRATIONS TOOL KIT: A Practical Guide to Creating Celebrations and Special Events
Public Dreams Society in Partnership with 2010 Legacies Now

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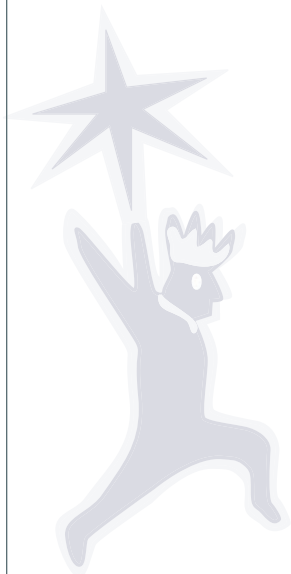
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