

PLANNING

Contact Information:	Due Date	Cost:
<ul style="list-style-type: none">▪ City of Cambridge Attn: Colleen Lichti, Recreation Co-ordinator Community Services Department 50 Dickson Street Cambridge, Ontario N1R 5W8 Ph: 519.740.4681 ext. 4603 lichtic@cambridge.ca www.cambridge.ca		

OVERVIEW:

- Planning a special event can be stressful and time consuming. Budgets go wrong, permits are handed in late and committee members may not complete their assigned tasks. These occurrences are due to improper planning and can be avoided! It is important that your committee thoroughly plans your event to avoid last minute problems.

YOUR RESPONSIBILITY:

- Be organized and plan ahead so that set backs won't actually set you back
- Follow the appropriate steps to planning a special event

STEPS TO PLANNING A SPECIAL EVENT:

Planning a special event takes organization and hard work. The next couple of pages outline key steps that will help you plan your special event efficiently and effectively.

1. Form a Committee
2. Develop Action Plans
3. Develop a Budget
4. Meet Regularly & Document Your Meetings
5. Communicate with your City Staff Liaison

1. Form a Committee

You cannot run an entire special event on your own! The concept of your special event may seem manageable, but when you start planning out the details of your special event, it will be overwhelming. Therefore, to make your special event manageable, form a committee in order to distribute the tasks.

What is a committee?

- A group of people willing to volunteer their time.
- A group of people with a common goal or interest.

- A group of people, each holding a different position and duty so that the responsibilities will be carried out.
- A group of people that is continually changing and evolving.

Tips to Forming A Committee:

- Recruit volunteers
- Develop job descriptions - Once your committee is formed, designate each committee member to a position (i.e. chairperson, vice-chairperson, secretary treasurer, site coordinator, fundraising coordinator, publicity coordinator, volunteer coordinator, food vendor coordinator & programs coordinator). For examples of job descriptions, please refer to the appendix examples of job descriptions.
- Develop a Terms of Reference or Constitution – Terms of Reference and Constitutions outline the purpose of the committee, the goals and objectives & responsibilities. For examples of these, please refer to the appendix of this section.

2. Develop an Action Plan

What is an Action Plan?

- A “blueprint” for the special event, outlining every detailed step needed from beginning to end
- Important for establishing as many people, details and steps that go into a special event
- Useful for volunteer recruitment, as it provides a clear idea of the tasks that need to be accomplished
- Should be reviewed and adjusted constantly
- Acts as a “to do” list for committee in order to be prepared for meetings and completing their responsibilities
- The chairperson should always refer back to Action Plan and include it on every agenda to make sure the group is on schedule. For an example, please refer to the appendix of this section.

Tips to Preparing an Action Plan:

- Determine the objectives of your committee.
- Determine the steps needed to achieve these goals.
- Determine how much time is needed to meet these objectives.
- Complete a table similar to the table below.
- Assign action responsibilities and timelines to individuals within the committee.

3. Develop a Budget

To run any event you need to have a budget or financial plan. The budget is dictated by an organization's financial situation and has a direct impact on the type of event being planned.

What is a Budget?

- A spending guideline for your festival. For an example of a budget, please refer to the appendix of this section

Tips to Preparing a Budget:

- Base your budget on actual figures from other similar activities. For example, if a sound system was rented last year at \$250 dollars, then you could be fairly safe using a similar figure if you need the same system for your event. If your event has already gone through at least one year, you can use actual figures from your last year's event. You can also contact potential suppliers for cost estimates.
- Ask the core committee should be submitting estimated costs/revenues related to their area early in the planning stages.
- Allow for surprise expenses/revenues or inaccurate estimates

3. Meet Regularly & Document Your Meetings

Once your committee is formed and an action plan and budget is developed, you are well on your way to planning a great festival! However, you can't stop there. To maintain communication and to ensure that tasks are being completed, you must meet regularly and document what is discussed. This documentation is often referred to as the *minutes*. An example of minutes can be found in the appendix of this section.

4. Communicate with your City Staff Liaison

The Community Services Department's will provide your special event committee with a City Staff Liaison to assist you in the planning of your special event.

What Does a City Staff Liaison Do?

- Coordinate the booking of facilities, park areas, etc. as required to accommodate the event.
- Assist the committee in the preparation of a grant application.
- Co-ordinate any assistance or communications with the Community Services Department or any other City of Cambridge Department (i.e. Traffic Department)
- Assists the committee in recruiting volunteers.
- General administrative and staff assistance as required.

Your City Staff Liaison shall have voice on the committee, but are not responsible for taking on a Board role. **City Staff will have the final approval for the financial risk management issues relating to the event.**

Rock the Mill Budget

	2003	2004
Revenue		
City of Cambridge Grant	2500	2500
Sponsorship	2500	4000
In Kind Donations	500	500
Fundraising	600	1000
Total Revenue	6100	8000
Expenses		
Sound and Lighting	1826	2000
Stage	in kind	in kind
Advertising	884	1200
Band Fees	1450	1500
Volunteer Appreciation	200	400
Portable Toilets	172	200
Funkadelic Abstract	250	300
St. John's Ambulance	235	150
Security		300
Site Costs	50	50
T-shirts	330	350
Tents	400	400
Radios		in kind
Miscellaneous	50	50
Total Expenses	5847	6900
Balance	253	1100

BYLAW No. 1

A bylaw relating to the conduct for the affairs of the

MILL RACE FOLK SOCIETY

1.0 Interpretation

1.1 In this bylaw and any other business carried out by the Association

“Association” means the The Mill Race Folk Society;
“Board” means the Board of Directors as elected at the Annual General Meeting of the Association;
“Director” means an elected member of the Board of Directors;
“Officer” means a member of the Board of Directors elected to one of the executive positions on the Board

2.0 Objectives

2.1 To educate the public about traditional folk music and folk arts and crafts by:

- a) organizing and conducting an annual folk music and dancers, arts and crafts festival in or near the City of Cambridge, Ontario, offering musical performance and display of arts and crafts for the benefit of the general public; and,
- b) providing improved opportunities for the development of folk musicians, artisans, and craft persons.

3.0 Membership

3.1 Membership shall be open to all persons with an interest in furthering the objectives of the Association, and whose application as a member has been received by the Board of Directors.

3.2 There shall be a membership fee set by the Board of Directors from time to time.

4.0 Head Office

4.1 The head office of the Association shall be in the City of Cambridge, in the Region of Waterloo, in the province of Ontario.

5.0 Board of Directors

5.1 The affairs of the organization shall be managed by a board of up to twelve directors elected from the membership, of which a simple majority shall constitute a quorum.

5.2 Only members in good standing (at least thirty days prior to the Annual General Meeting) shall be eligible for election. Incumbent members must notify the President of the Board, no less than thirty days prior to the Annual General Meeting of their intention to stand for re-election.

5.3 Directors shall elect from within their number a President, a Vice-president, a Secretary and a Treasurer, who shall be the officers of the Association.

5.4 The duties of the officers shall be;

President: shall call meetings of the board of Directors and membership as required, and if present, preside over such meetings, ensuring the affairs of the Association are conducted in a business like manner in keeping with accepted practices.

Vice President: Shall act in the capacity of the President should the President be unable or unwilling to carry out their responsibilities.

Secretary: Shall ensure that all proceedings are recorded, that the resultant minutes are retained and made available to all members of the Association and all others who have legitimate right to access.

Treasurer: Shall ensure that proper accounting records are kept, that all moneys received by the Association are deposited to the Associations bank account, and that all bills are paid. The treasurer shall, when required, inform the board of directors of the financial status of the Association, and shall submit to the Annual Meeting a financial statement for approval.

5.5 If for any reason an officer of the Association ceases to be a member of the Board of Directors, they shall cease to be an officer of the Association.

5.6 Directors shall be elected for one year terms.

5.7 Directors of the Association shall not be remunerated for their services. Directors shall however be reimbursed for any reasonable out-of-pocket expenses incurred in carrying out the business of the Association, subject to the approval of the Board of Directors.

5.8 Persons nominated election to the Board of Directors shall have reached the age of 18. Any member of the Board of Directors or its Committees shall declare if they have a financial interest in any proceedings of the Association to ensure no conflict of interest exists.

5.9 The office of Director shall be vacated under any one of the following conditions:

- a) written notice
- b) death of an incumbent
- c) the incumbent becomes of unsound mind
- d) in keeping with the wishes of the membership, as reflected by a majority vote, at a meeting held for that purpose
- e) failing to register a conflict of interest that results in a financial interest
- f) use of Association funds for personal purpose
- g) in the event of prolonged absence without just reason

Should a vacancy occur as a result of any one of the above, and a quorum of the Board remains, the Board of Directors shall, by majority vote, appoint a member to fill the vacancy. If no quorum remains a general meeting shall be constituted to elect a new Board of Directors.

6.0 Meetings of the Board of Directors

- 6.1 The Board of Directors shall determine the frequency of Board meetings, which shall not be less than ten per year.
- 6.2 The proceedings of all meetings shall be recorded and retained as required by law.
- 6.3 Each newly elected board may, without notice, hold its first meeting for the purpose of electing officers following the Annual General Meeting.
- 6.4 At all meetings of the Board, every question shall be decided by a majority of votes cast on the question, and in the case of a tied vote, the chairperson of the meeting shall cast the deciding vote.
- 6.5 Procedures at all meetings shall be according to Robert's Rules of Order.
- 6.6 There shall be no votes by proxy.

7.0 Committees

- 7.1 The Board of Directors shall establish and dissolve committees as needed to assist and advise the Board in its endeavors.
- 7.2 All Committees shall be chaired by a member of the Board of Directors and shall provide minutes of each meeting at the next meeting of the Board of Directors. All actions of a committee must be approved by the Board of Directors.
- 7.3 Committee members shall support the objectives of the Association.
- 7.4 The President shall be an ex-officio member of all committees.

8.0 Meetings of the Association

- 8.1 The Annual General Meeting shall be held no later than three months following the end of the financial year, at a time and place, in the City of Cambridge, determined by the Board of Directors.
- 8.2 Special General Meetings of the Association may be held at such time, in such place, and on such day as determined by a quorum of the Board of Directors, or upon the written request of ten percent of the paid membership.
- 8.3 Notice of date, time and place of meeting shall be given no less than thirty and no more than fifty days in advance.

- 8.4 The only persons who may attend a meeting of the Association shall be members in good standing with the Association thirty days prior to the meeting. Others may be admitted to the meeting with the consent of the chairperson of the meeting or the consent of the meeting.
- 8.5 At any meeting of the Association any member of good standing shall be entitled to vote.
- 8.6 Memberships may be renewed at the Annual Meeting, but only members in good standing (at least 30 days prior to the Annual General Meeting) are entitled to vote.
- 8.7 Unless otherwise required by any Law all questions shall be determined by a majority of votes cast thereon, and in the cast of an equity of votes the chairperson of the meeting shall cast a vote.

9.0 Financial

- 9.1 The financial year end for the Association shall be September 30th of each year.
- 9.2 The Board shall only invest moneys into those securities of low risk that are approved by a unanimous vote of the Board.
- 9.3 There shall be three signing officers; the President, the Vice-President and Treasurer, two of which must sign all cheques.
- 9.4 In the event of the dissolution of the Association any moneys shall be distributed to like charitable organizations.

10.0 Amendments to the Bylaws

- 10.1 The Bylaws of the Association can only be amended at a meeting of the general membership called specifically for the purpose of amending the constitution and where copies of the proposed changes are sent out at least twenty days prior to the meeting.

Approved:

_____	_____
_____	_____
_____	_____
_____	_____

December 6, 2000.

The Cambridge Arts Festival Constitution



Mission Statement

The Cambridge Arts Festival strives to ensure that members of the Cambridge Community have the opportunity to view and enjoy various forms of arts and culture from local, regional and provincial artists in a pleasant location.

This festival will be admission free and accessible to all.

Objectives

1. To introduce arts and culture to the public of Cambridge by:
 - a) Ensuring participation of both amateur and professional artists and artisans; and,
 - b) Ensuring participation of all types of artists; visual, literary, dance, music and performing arts; through all types of mediums

Approved:

Signed

Dated

October 29, 2002

Cambridge Arts Festival Critical Path

AUGUST

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Close books – end of August			

SEPTEMBER

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Determine financial position			
Re-evaluate event			
Accept nominations for Board of Directors			
Advertise AGM			
Recruit volunteers for board positions			
Determine Fundraising critical path			

OCTOBER

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Election of new Board of Directors - AGM			
Appointment of Committee Co-ordinators and Officers			
Designate Signing Authority			
Establish meeting place, dates and times – Book room			
Develop mailing and Telephone list, appoint caller			
Review Critical Path			
Liaise with City Liaison			

NOVEMBER

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Review Job Descriptions			
Set Locations and Date of Festival			
Determine Rain Venue			
Book locations with City			
Begin Budget process			

Begin plan for Fundraising			
Plan Festival activities			
Complete Budget			
Submit Grant Application to City			
Determine Fundraising opportunities – plan implementation			

DECEMBER

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Review Committee Budgets			
Set Fundraising Plan			
Christmas Party			

JANUARY

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Revise and print Application forms			
Set date for Application form returns			
Set entry fees			
Prepare Purchase Order forms			

FEBRUARY

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Develop small posters recruiting volunteers and performers			
Distribute forms and posters to library, high schools			
Book Equipment needed – staging / port-a-potties / tables / chairs / audio			
Book St. Johns			
Committee members develop volunteer job descriptions, needs and times needed – give to volunteer coordinator			
Book and confirm Master of Ceremonies for both stages			
Follow-up fundraising and financial plan			

MARCH

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Prepare main advertising plan			
Begin advertising			
Get news coverage			
Order t-shirts			
Follow up Fundraising and Financial position			
Fill out Special event permit with City of Cambridge clerks Department			

APRIL

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Review all committee's actions to date – are we on course?			
Review Application submissions			
Complete Program Plan			
Reconfirm all bookings			
Prepare Risk Management plan for day of event			
Follow up Fundraising and Financial position			
Book hydro inspection on site (if required)			

MAY

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Site re-evaluation – all committee members			
Program review			
Review all applications			
Confirm program with artists and patrons			
Ensure all committees plans are on target			
Ensure sufficient volunteers to man festival – confirm volunteers			
Submit Food Vendor information to the Community Health Department			
Book on site meeting with Parks Manager			

JUNE

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Site meeting with Park Manager – submit site plan			
Select greeters and liaison people			
Contact volunteers to give time, job descriptions and duties			
Arrange truck to pick up peg boards			
Arrange food for volunteers			
Arrange for key pick up (if required)			
Set up festival			
FESTIVAL DAY – all hands on deck			

JULY

ACTION	TIMELINE	PERSON RESPONSIBLE	NOTES
Review and evaluation of festival			
Prepare year end report for City of Cambridge Grants committee			
Prepare suggestions for next year			
Letters of Appreciation sent to patrons			
Thank-you letters sent to all volunteers			
Evaluate Fundraising and Financial position			

Cambridge Arts Festival Committee

Job Titles and Duties

CHAIRPERSON	- Call and chair meetings of core committee
<i>Tom Racine</i>	- Liaise with coordinators
	- Liaise with volunteer co-ordinator on volunteer needs
	- Liaise with secretary to set agenda prior to each meeting
	- Liaise with City of Cambridge staff liaison
	- Facilitates communication within the committee

Co-CHAIRPERSON	- Attend all core committee meetings
<i>Morna Kokot</i>	- Take over the duties of the Chairperson in their absence
	- Assist with liaison with core coordinators
	- Liaise with volunteer co-ordinator on volunteer needs

SECRETARY	- Attend all core committee meetings
<i>Cathy Torrence</i>	- Record and file minutes of all core committee meetings
	- Estimate administration costs & report to treasurer
	- Make arrangements to have minutes copied & sent out prior to meetings
	- Liaise with volunteer co-ordinator on volunteer needs
	- Liaise with Chair to establish agenda prior to meetings

TREASURER	- Attend all core committee meetings & report financial status
	- Maintain an accounting of the event expenses and revenues
	- Prepare budget for approval by committee
	- Hand over complete financial statement at end of term
	- Responsible for purchase order book
	- Liaise with volunteer co-ordinator on volunteer needs
	- Assist Chair with any Grant applications

FUNDRAISING CO-ORDINATOR	
	- Attend all core committee meetings
	- Prepare a fundraising strategy for the event based on budget needs as approved by the committee
	- Carry out the fundraising strategy with volunteer & committee assistance & approval
	- Maintain contact lists of all financial and in-kind donors
	- Prepare thank you letters to all financial and in-kind donors
	- Acquire appropriate permits/licenses
	- Co-ordinate any souvenir sales relevant to fundraising
	- Co-ordinate any ticket sales relevant to fundraising
	- Liaise with volunteer co-ordinator on volunteer needs
	- Develop sponsorship package to be mailed out to potential sponsors

PROMOTIONS CO-ORDINATOR	
	- Attend all core committee meetings
	- Prepare a publicity strategy for the event & have strategy approved by the committee
	- Carry out the publicity strategy for the event
	- Carry out the publicity strategy with volunteer assistance
	- Arrange for souvenirs (e.g. t-shirts, buttons) on approval of committee
	- Estimate publicity costs and revenues & report to treasurer
	- Liaise with volunteer co-ordinator on volunteer needs
	- Develop overall publicity plan for festival
	- Update database of contacts
	- Form and chair subcommittee (if applicable)

VOLUNTEER CO-ORDINATOR	
	- Attend all core committee meetings
	- Maintain and update contact list of all volunteers
	- Maintain job descriptions
	- Recruit volunteers for particular sub-committees as notified by core committee coordinators
	- Solicit volunteer job descriptions / needs / times from committee members
	- Recruit, schedule and liaise with volunteers for the day of the festival

	- Prepare and mail thank-you letters to all festival volunteers
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TECHNICAL & SITE CO- ORDINATOR	- Attend all core committee meetings
	- Coordinate all physical set-up including tents, tables, chairs, portable toilets, fencing, staging, etc. to include bookings
	- Arrange for parking and security
	- Determine site needs related to concessions, visual arts, performances, literary
	- Estimates rentals and other related costs
	- Liaise with volunteer co-ordinator on volunteer needs
	- Site meeting with Parks Manager
	- Prepare site map and forward to City staff

CONCESSIONS CO- ORDINATOR	- Attend all core committee meetings
	- Co-ordinate all food/beverage venues
	- Acquire appropriate permits/licenses
	- Estimate costs and revenues related to concessions
	- Determine site needs related to concessions
	- Liaise with volunteer co-ordinator on volunteer needs

PROGRAM CO-ORDINATORS	- Attend all core committee meetings
	- Solicit (via registration form) all performances
	- Estimate costs and revenues related to activities
	- Determine site needs related to activities
	- Review application forms / schedule performers
	- Review approval program with core committee
	- Update database (keep current)
	- Distribute forms (mail out related to database)
	- Review returns with appropriate coordinators
	- Meet to determine program
	- Relate to site co-ordinator to determine needs
	- Liaise with volunteer co-ordinator on volunteer needs
	- Estimate cost and revenue of area and report to the Treasurer

VISUAL ARTS CO-ORDINATOR	- Attend all core committee meetings
	- Kids contest (art)
	- Review visual art applications for suitability
	- Confirm with applicants
	- Liaise with applicants
	- Organize & set-up on event day
	- Relate to site co-ordinator to determine needs for event day
	- Liaise with volunteer co-ordinator on volunteer needs

LITERARY CO-ORDINATOR	- Attend all core committee meetings
	- Review literary applications
	- Arrange readers with program
	- Introduce readers
	- Determine needs (e.g. equipment)
	- Relate to site coordinator/program coordinator
	- Liaise with volunteer co-ordinator on volunteer needs

PERFORMANCE CO-ORDINATOR	- Attend all core committee meetings
	- On day of event:
	- Ensure performers are present 15 min. prior to their presentation
	- Introduce each performer
	- Act as MC
	- Liaise with volunteer co-ordinator on volunteer needs

GREAT HESPELER REUNION
2006

General Meeting

Convened at 7 pm., Feb 7, 2006, Johnson Centre

Attending: Peter O'Krafka, Stan Jones, Ken Buller, Jim Wilson, Gary Reeve, John Trothen, Russell Bygraves,
Lary Turner, Tom Oliver, Helen Cheeter, Dennis Harlock, Sue Brent, John Gunther.

Queen Street Vendors: John Trothen has turned over all his files from the 1996 reunion to Peter Moir of the BIA. John informed the meeting that the BIA will not have to purchase liability insurance for the event as they already have a 2 million dollar policy and will also be covered by the city's policy. A list of vendors that have participated in legion shows and a book of Ontario vendors that had been compiled several years ago were forwarded to the BIA with the hope that this information will be of assistance.

Car Show: Ken Buller introduced the idea of running a car show on Queen Street. The proposed venue being Queen St. between Winston & Guelph Ave. Ken thinks a car show would act as a draw for the area & believes that a minimum of 100 cars would show up. Lary Turner indicated that he thought there could be a problem having the Grand River Transit Authority agree to let us shut down the bus routes. Lary & Ken have agreed that they would meet to consider alternate locations. "A great idea, would certainly draw people downtown, a money maker, fits the reunion theme." Let's hope that the right location can be found to carry this idea forward.

Parade: Russell reports that preparations for the parade are well under way. He does not believe that there will be any problems attracting all the bands we want but is a little concerned with the lack of floats committed. Many comments were made about the desire to have the Scout House band participate. Russell tells us that an invitation has gone out to the organization but no reply has been received to date. Do you know a band member? If so, put in a plug for the reunion.

Hockey Game: Gary Reeve reports that 57 players have been recruited to play so far. The Hespeler Minor Hockey Association has lent their support to the event. They will manage ticket sales at the game and have offered to provide jerseys for the players. It was suggested that sizing might be a problem as some of the 57 game participants may have developed a slightly larger physique since their minor hockey days. Not to worry, there is a back up plan. A local transportation firm has offered to letter new sweaters and donate \$1,000 towards the purchase if his company name would appear on the jersey.

Hespeler Arena: Lary indicates that plans for Friday Night are constantly evolving. The plan, as it stands today is to use one ice surface for the hockey game and possibly a free family skate after the game. The Beehive hall will have a bar operating and a band in attendance. It is possible that we will also have a stage and band performing in the parking lot. Lising & logistic issues have yet to be finalized.

Advertising: John Gunther & Russell Bygraves indicated that sales are a little slow in coming and are requiring up to three call backs in some instances.

A NEW TWIST: Sue Brent brought a new idea to the floor. She and 11 of her girlfriends have been placing serious thought too producing a calendar. Of course, it would be called

"The Hespeler Girls "

I don't believe that I have to tell you that the idea met with considerable enthusiasm. Many volunteered ideas to for the calendar, some offered shoot locations & even their brownie instamatic if they could participate in the shoot. Seriously, Sue was looking for suggestions and information that would lower the production cost that she has already sourced. Several ideas

were put forth by Stan Jones & Jim Wilson. I do not think Sue will lack support in taking this idea forward.

LATE BREAKING NEWS: It was confirmed on February 9 th that street work on Tannery and Adam Streets will not commence until the reunion is over. As previously reported reunion committee members were somewhat concerned that work would start in the spring and not be finished for the reunion.

Next scheduled meeting February 21 st. Location to be communicated next week.

**CITY OF CAMBRIDGE
CULTURAL AWARDS COMMITTEE**



Terms of Reference

PURPOSE:

- a) The Committee will administer the distribution of awards and expenses of the Bernice Adams Memorial Fund, which has been set up to honor former Alderman Bernice Adams, to provide assistance to deserving and qualified persons or groups in the fields of communications, arts and culture.
- b) The Committee may recognize special achievements on the part of individuals or groups in the arts and cultural fields in Cambridge through the annual Bernice Adams Memorial Awards event.
- c) **The Trustees will ensure an annual listing of local artists is available to the community. (Remove)**
- d) The Committee shall prepare an Annual Report to Council, reflecting the past year's activity, complete with any changes recommended for the current terms of reference, by October 31st of each year.
- e) The Committee shall be responsible for an annual fundraiser to increase the capital of the Bernice Adams Memorial Fund as per the Cultural Policy passed by Council March/95.

MEMBERSHIP:

- a) Eight trustees shall be appointed to the said Committee for staggered terms of two or three years by Council of the City of Cambridge.
- b) Each January, the Trustees shall, from amongst their members, appoint a Chairperson and a Vice Chairperson to act for the term of one year. A member of the staff of the Community Services Department shall act as the liaison to the said Trustees for the stated term. The Treasurer of the City of Cambridge, or designate, shall act as Treasurer.
- c) In order that a continuity of service will prevail, any member of the Cultural Awards Committee missing three (3) consecutive meetings will be subject to replacement by Cambridge City Council, upon recommendation of this Committee.

TRAINING AND ORIENTATION:

New Committee members will be provided with the following:

- i) Terms of Reference;
- ii) Operational guidelines and application for Bernice Adams Memorial Bursaries, Scholarships and Recognition Awards
- iii) A current financial statement;
- iv) Minutes from the previous three meetings;
- v) A copy of Bill 14 - An Act to Revise the Municipal Conflict of Interest Act;
- vi) By-law No. 101-89, rules governing the proceeding of Council and its Committees

BERNICE ADAMS MEMORIAL FUND RULES:

Financial assistance is available to individuals who, for a minimum of three (3) years prior to their bursary application have been:

- i) a resident of the City of Cambridge, or
- ii) employed in the City of Cambridge, or
- iii) an associate member or student of a relevant group or school in the City of Cambridge.

FUNDS:

- a) The basic source of funds shall be derived from the interest earned from a capital fund, which is to be held and invested as a Trust Account by the Treasury Department of the City of Cambridge, and receipts for contributions to such fund are to be issued by the City of Cambridge to comply with the Federal Income Tax requirements.
- b) The Trustees shall have full authority in distributing the income of the fund and shall have the right to encroach on capital, subject to the conditions stated herein.
- c) The Corporation of the City of Cambridge shall act as Trustee to receive, invest and to acknowledge receipt of all funds forming the capital and accumulated income of this Fund.
- d) A quorum of the purposes of distribution of the income of the fund shall require the presence of five of the eight Trustees.
- e) In the event that an encroachment on capital is being considered, a quorum shall be five of the eight appointed Trustees, and further, such encroachment shall require the consent of the Council of the City of Cambridge and shall not exceed 25% of the total funds in any one year.
- f) Trustees shall include in their scope of consideration, activities from the fields of communications, arts and/or culture, including endeavours in music, visual arts, drama, fine crafts, broadcasting, writing, journalism, etc. and the said Trustees shall have full discretion concerning distribution in such cases.
- g) The Trustees shall act within the provisions of the Human Rights Code, and shall be concerned only with the merit of the application as development of that individual's talent in the fields of communications, arts and/or culture.
- h) For the purpose of this Fund, the boundaries of the City of Cambridge, are those boundaries as defined by the Government of the Province of Ontario under Bill 167, and as may be altered by the Province, from time to time.
- i) Changes in the criteria of the Bernice Adams Memorial Fund shall be recommended by the Trustees of the said fund to the City of Cambridge Council for approval.
- j) Fund expenses including administration, advertising and distribution costs shall be approved by the Trustees from time to time, when such funds relate to bursary distribution or attempts to secure further monies from the Memorial Fund.

SPECIAL NOTE:

TERMS OF REFERENCE WERE AMENDED BY THE COMMUNITY SERVICES & FINANCE COMMITTEE ON JANUARY 30, 2001 TO PROVIDE THAT ANY MEMBER OF THE CULTURAL AWARDS COMMITTEE MAY NOT ACCEPT A BERNICE ADAMS AWARD NOMINATION WHILE SERVING AS A TRUSTEE OF THIS COMMITTEE.