

**GUIDE to the Governance,
Structure and Management**

**CONSTITUTION AND BY-LAWS
&
Policies and Procedures**

of the Provincial Association

TABLE OF CONTENTS

SECTION I – Information for Member Festival & Board Members

Mission Statement and Climate Goals	3
The Constitution	4
By-Laws	5
Structure and Governance	12
Member Festivals	13
Provincial Contact	15
Financial and Reporting Responsibilities	17
Process for Dispute	21
Miscellaneous Policies	22

SECTION 2 – Board Policies

Governance and Management	24
Roles and Responsibilities	26
President	28
Vice-President	29
Treasurer	30
Secretary	31
Past President	32
Executive Director	33
Expense Claim Policies	37
Committees	39
Finance	41
Personnel	43
Nominating	45
Membership & Alumnae	47
Advocacy	49
Syllabus	51
Host Community	53
Adjudicator Selection	55
Executive	56
Programs and On-Going Activities	57

SECTION 3 – Management Policies

Management Policies	58
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SECTION 4 – Addenda

Addendum 1 – Current Board of Directors	61
Addendum 2 – Current list of Member festivals	62
Addendum 3 – Contact Info for PABC Office	63

SECTION 1

MISSION STATEMENT AND CLIMATE GOALS

I. MISSION STATEMENT

The following Mission Statement was adopted by the Association at the Fall Conference and Annual General Meeting held at Naramata, BC in November, 1999:

“We work in concert with local and regional festivals
to educate, inspire and stimulate student / performers
and to cultivate a life-long passion for the arts.”

II. CLIMATE GOALS

The following Climate Goals were adopted by the Association at the Fall Conference and Annual General Meeting held at Naramata, BC in November, 1999:

1. We encourage and provide opportunities for input and participation in decision-making; we are welcoming and open to new thoughts and ideas.
2. We listen actively and openly, respond honestly and respectfully, and take responsibility to get the information we need.
3. We strive to foster and encourage artistic growth and to understand and respond to all participants' needs.

Approved: May, 2000

SECTION I
THE CONSTITUTION
OF THE
PERFORMING ARTS B.C. FESTIVAL SOCIETY
CONSTITUTION

ARTICLE I. NAME

The name of this Association shall be the **PERFORMING ARTS B.C. FESTIVAL SOCIETY**, hereinafter referred to as "**THE PROVINCIAL ASSOCIATION**".

ARTICLE II. PURPOSES

1. To organize and operate an annual Provincial Performing Arts Festival in the Province of British Columbia.
2. To advance, promote, and assist in the development of performing arts festivals in communities in the Province of British Columbia.
3. To provide performing opportunities for amateur performing artists.

ARTICLE III. WINDING UP "THE PROVINCIAL ASSOCIATION"

Upon the winding up or dissolution of the Provincial Association, any funds in the Association remaining after satisfaction of its debts and liabilities, shall be given or transferred to such organization or organizations as may be decided by the members of the Association at the time of winding up or dissolution; providing that each organization referred to in this paragraph shall be a charitable organization, a charitable corporation, or a charitable trust in British Columbia recognized by the Canada Revenue Agency as being qualified as such under the provisions of the Income Tax Act of Canada from time to time in effect. This provision of the Constitution shall be unalterable.

Revised and approved: December, 1999

SECTION I
BY-LAWS OF THE
PERFORMING ARTS B.C. FESTIVALS SOCIETY

BY-LAWS

ARTICLE I. ORGANIZATION

Section 1

The Provincial Association shall include all affiliated member festivals in the Province. From this Association, a governing body known as the Provincial Board of Directors hereinafter referred to as the Board, shall be determined as outlined under Article IV.

Section 2

A member festival in good standing shall vote through its authorized delegate, who shall be entitled to speak and vote and in all other respects exercise the rights of a member and that delegate shall be reckoned as a member for all purposes with respect to the Annual General Meeting of the Society. A member of the Board cannot represent a member festival as its authorized delegate.

Section 3

Each individual member in good standing present at the Annual General meeting of members shall be entitled to one vote. Voting by proxy is not permitted.

ARTICLE II. MEMBER FESTIVALS

Section 1

Any performing arts festival at any centre in British Columbia may be eligible to become a member festival of the Provincial Association provided that:

1. The performing arts festival (hereinafter referred to as "the applicant") operates in accordance with the Provincial Association's current Policy Guide.
2. That the applicant can give the Board reasonable assurance that the said applicant is competent to organize and operate a festival continuously.
3. That the applicant agrees to pay such annual assessment fees as may be determined by the Board based on the number of entries in the current year.

4. That the applicant agrees to pay such annual membership fees as may be determined by the Board.
5. That the applicant submit to the board no less than sixty (60) days before the Annual General Meeting, an application, and a financial statement approved by an auditing committee of two or more members from the applicant's committee covering its financial operations for the preceding year.

Section 2

Applications for membership as a member festival will be received and first considered by the Board and must be accompanied by a Resolution requesting membership, which Resolution shall have been agreed to by a majority of the Committee operating that particular local festival. In the event of such application being favourably received by the Board and approved by the Provincial Association, such festival shall be entitled to one voting representative at the Annual General Meeting following their acceptance.

ARTICLE III. WITHDRAWAL, EXPULSION, REINSTATEMENT

Section 1

Any member festival upon submitting to the Provincial Association at an Annual General Meeting, a Resolution passed by the majority of the members of the said member festival, shall be allowed to withdraw from the Association.

Section 2

Any member festival that cannot comply with the requirements of the membership in the Provincial Association as stated in Article II, Section I and after due notice, may be compelled to withdraw upon a majority vote of the Provincial Association. A member festival ceases to be in good standing when such member festival does not comply with the rules set forth in the Provincial Policy Guide.

Section 3

Any member festival may be reinstated upon a majority vote of the Provincial Association at an Annual General Meeting.

ARTICLE IV. ELECTION OF THE BOARD OF DIRECTORS OF THE ASSOCIATION

Section 1

The Board of Directors shall be elected at the Annual General Meeting. The number of directors shall be a minimum of six (6). A nominations committee shall submit a slate of candidates for election. The immediate past president shall be the chairman of this committee and it shall include two representatives from Local Festivals other than his/her own.

Section 2

The Annual General Meeting shall elect the following officers who shall serve as the Board for a two year term:

1. President
2. Vice-President
3. Treasurer
4. Secretary
5. At least two (2) Directors at Large
6. The immediate Past President shall be an ex-officio member of the Board. When possible, at least three (3) positions only to be elected each year, rotating same so that there will not be an entire new slate of officers each year.

Each officer may only serve a maximum of two, two-year (total of 4 years) terms in any position and a maximum total of four, two-year (total 8 years) terms in a combination of any officer positions. After a two year hiatus a retired board member may be nominated again.

Section 3

The Board of Directors shall appoint one member from the B.C. Host Community Committee to serve as liaison to the Board.

Section 4

The Provincial Association may elect such officers at the Annual General Meeting or the Board may elect such officers at any time as circumstances may require.

Section 5

An elected board member may be removed from office by a special resolution being passed by the membership.

ARTICLE V. DUTIES OF THE BOARD OF DIRECTORS

Section 1

The Board shall be responsible for carrying on the business of the Provincial Association in accordance with the By-Laws of the Association. It shall develop and set policies in consultation with members of the Provincial Association.

Section 2

The President shall be the Chief Executive Officer of the Association and shall preside over all meetings of the Association. In his/her absence the Vice-President shall act in that capacity.

Section 3

The Vice-President shall assist the President as directed by him/her.

Section 4

The Immediate Past President shall chair the Nominations Committee or appoint a board member to perform this task and be responsible for providing the Board with historical information.

Section 5

The Secretary shall keep minutes of all meetings of the Association. The Executive Director shall keep records of membership and provide the Secretary with full details of changes as they occur from time to time. The Secretary shall keep an official copy of the By-Laws and Policy Guide of the Association and all amendments hereto.

Section 6

The Treasurer shall keep a permanent record of membership dues and grants as well as of all receipts and expenditures of the Provincial Association and shall submit a statement of the same at the Annual General Meeting. He/she shall prepare a proposed budget for the coming year.

Section 7

The Host Committee shall assist the Board to organize the Annual Provincial Festival.

Section 8

Notwithstanding the provisions of Sections 4 and 5 of Article V above, the Board may by resolution at the Annual General Meeting, prior to the election of officers for reasons of expediency, decide that the functions of the Secretary and the Treasurer be combined in one and the same person as Secretary-Treasurer.

Section 9

The Executive Director shall manage the day to day affairs and carry out the policies of the Association under the direction of the Board of Directors and shall report to the President.

ARTICLE VI. SPECIAL AND STANDING COMMITTEES

Section 1

The Annual General Meeting may appoint standing committees for: funding other needs as they arise.

The President may appoint special committees as needs arise.

Section 2

The chair people of these committees shall be included in the Board's meetings at the President's discretion, but they shall not have a vote in those meetings.

ARTICLE VII. MEETINGS

Section 1

The Board shall meet at the call of the President.

Section 2

An Annual General Meeting shall be held each year in the fall. Notice of such Annual General Meeting shall be sent by the Executive Director of the Association to the Provincial Contact of each member festival, at least one month prior to the date of the meeting.

Section 3

A Special Meeting of the Provincial Association may be held at the call of the President and where possible, the Executive Director shall give one month's notice of such meeting to the Provincial Contact of each member festival.

Section 4

At each Annual General Meeting, the Provincial Association shall confirm the location and date of the next Annual General Meeting and/or the Provincial Festival. The agenda and organization of the Annual General Meeting shall be the responsibility of the Board.

ARTICLE VIII. QUORUM

A quorum shall be constituted by forty percent (40%) of the eligible voting representatives, but not less than twelve (12) representatives entitled to be present at an Annual General Meeting or any Special Meeting of the Provincial Association.

ARTICLE IX. VOTING

Section 1

Each member festival of the Provincial Association through their authorized delegate and members of the Provincial Board of Directors are the only persons entitled to vote at an Annual General Meeting or Special Meeting.

A member of the board cannot represent a member Festival and a Board position at the same time at any meeting; that member will only be entitled to one vote, that of Board member.

Section 2

Any motion before the Board may be passed by a majority vote unless otherwise stated in these By-Laws. In the event of a tie, the President may cast a deciding vote.

ARTICLE X. AMENDMENTS

Any amendments to these By-Laws must be adopted by seventy-five percent (75%), by special resolution, of the majority of the voting representatives present at the Annual General Meeting provided written notice of the proposed amendments shall have been given to all member festivals at least one month prior to the date of the Annual General Meeting.

ARTICLE XI. CHEQUE SIGNING AUTHORITY

Cheques issued on behalf of the Provincial Association shall require two of the following signatures: Treasurer and/or President, and any other signing authority designated by the Board.

ARTICLE XII. AUDITORS

At every Annual General Meeting of the Provincial Association, auditors for the Provincial Association shall be appointed.

ARTICLE XIII. SEAL

The official office of the Provincial Association shall have custody of the Seal of the Provincial Association. It shall be affixed to any instrument only upon the resolution of the Board.

ARTICLE XIV. BORROWING POWERS

Money may be borrowed only by resolution of the Board or as authorized by the Provincial Association at the Annual General Meeting. A debenture may not be issued without the sanction of a special resolution being passed by the membership.

ARTICLE XV. PROVINCIAL PERFORMING ARTS COMPETITIONS

Section 1

The Provincial Association shall publish a Provincial Syllabus which shall contain all rules, regulations and policies affecting the Provincial finals.

Section 2

The Provincial Syllabus shall be compatible with the National Music Festival Syllabus.

Section 3

The Syllabus Committee shall recommend to the Board any Provincial Syllabus revisions.

Section 4

Appeals for exceptions to the regulations set forth in the Syllabus or requests for interpretations shall be heard by the Board. The decision of the Board in all such appeals shall be rendered in accordance with the Communication policy.

Approved: December 13, 1996

Constitution Revised and approved: December, 1999

By-Laws Revised: November, 2001

By-Laws Revised: October, 2002

By-Laws Revised: July, 2003

By-Laws Revised: October 2011

SECTION I

STRUCTURE AND GOVERNANCE

I OVERVIEW

In accordance with the Constitution and By-laws, the Provincial Association is governed by the Board of Directors, with its day-to-day activities administered by the Executive Director at the Provincial Office.

II BOARD OF DIRECTORS

The Board of Directors provide governance of the organization's mandate and resources, and represent the Association where appropriate.

III MEMBER FESTIVALS

Each member festival in good standing is entitled to represent their festival committee through speaking, voting and in the exercise of all rights of membership as provided in the Constitution and By-Laws and duly established policies and procedures.

IV EXECUTIVE DIRECTOR

The Executive Director manages the day-to-day affairs of the Association, and carries out its policies under the direction of the Board of Directors. The Executive Director shall also be responsible for the planning and execution of the Provincial Festival.

Revised: October, 2002

SECTION I

MEMBER FESTIVALS

I. RIGHTS OF MEMBER FESTIVALS

1. Member Festivals in good standing shall enjoy all the rights of membership in the Provincial Association. These rights include the right to vote at the Association's meetings and the right to send participants to the Provincial Festival.
2. Voting: Member Festivals in good standing in the PABCFS shall have one vote through its authorized delegate, known as the provincial Voting Member, at the annual general meeting, general meetings, and extra-ordinary meetings of the Provincial Association (refer to By-Law Article I, Section 3). Refer also to the Provincial Contact, under "Liaison Between the Member Festivals and the Provincial Association".
3. Festival Participants: Member Festivals in good standing in the PABCFS shall be allowed to send participants to the Provincial Festival in accordance with the Syllabus within the policies and procedures as may be determined from time to time.

II. CRITERIA FOR VOTING MEMBERSHIP IN THE PROVINCIAL ASSOCIATION

1. Voting members of PABCFS are regional or local festivals in the province (refer to By-Laws: Article I, Section 2).
2. For the purpose of PABCFS, the definition of a Regional or Local Festival is defined as "a non-profit performing arts festival which must be organized by, and be responsible to, an independent, community-based Board of Directors".
3. In a region where a member festival already exists, a prospective member must provide substantial philosophical and other reasons which demonstrate the uniqueness of the applicant.

III. LIAISON

1. Each member festival shall appoint a Provincial Contact to serve as the official liaison and representative of that festival to the PABCFS.
2. For a comprehensive description of the Role and Responsibilities of the Provincial Contact, please refer to Section 2.

IV. NEW VOTING MEMBERSHIP PROCEDURE

1. Each member festival shall appoint a Provincial Contact to serve as the official liaison and representative of that festival to the PABCFS.
2. Applications complete with supporting documents and other items must be submitted to the Board for approval no less than 60 days prior to the Annual General Meeting (By-Laws: Article II, Section 1e).
3. As well as the statements required by the By-law (see above), supporting documents shall also include:
 - a. Current Budget
 - b. Syllabus
 - c. Program
 - d. Mission and/or philosophy of the Festival
 - e. Constitution and By-Laws
 - f. Incorporation Number(s), if applicable
 - g. List of Board of Directors
 - h. Initial Membership Dues (refundable should the application not proceed or be denied).
4. The Membership Committee shall ensure that the applicant is given all pertinent PABCFS material it requires in order to make an application.
5. The applicant must demonstrate a desire and ability to operate in accordance with the Provincial Association's Mission Statement, Constitution and By-Laws, and Policy Guide through its application and supporting documents.
6. The applicant must demonstrate competence in organizing and operating a performing arts festival (By-Law Article II, Section 1b).

Amended and Approved: October 20, 2002

Amended: October, 2007

SECTION I

PROVINCIAL CONTACT ROLES AND RESPONSIBILITY

A. PROVINCIAL CONTACT

ROLE

The Provincial Association and the Member Festivals recognize the role of the Provincial Contact as the designate of a local/regional festival serving as the liaison between that Festival and the Provincial Association.

B. SUMMARY OF RESPONSIBILITIES

1. To act as the official contact for the local festival by the distribution of information and communications received from the Provincial Office. It is the responsibility of the Provincial Contact to disseminate and distribute information and communications from PABCFS including summary reports, memos, provincial festival forms, provincial Syllabus, etc. to the local festival committee members, festival participants, teachers, etc. as appropriate.
2. To ensure that the financial commitments of the member festival are responsibly handled and in a timely fashion: these commitments may include, but not be limited to, the remittance of membership fees, affiliation (assessment) fees, entry fees, and so on.
3. To ensure that all appropriate local forms are submitted to the Provincial Office, correctly, completely, and in a timely fashion.
4. To be listed in the Association's Membership Directory as the official contact for their festival, providing their full name, address (if a Box Number is given, a street address must also be provided), phone number(s), fax number(s), email address, as possible.
5. To represent their festival, where possible, at all official functions of the PABCFS: these may include, but not be limited to, general meetings, extraordinary meetings, annual general meetings, and the Provincial Festival.
6. To ensure that their festival is represented with voting authority at such meetings, events, in communications, and so on, as necessary. Such authority may be carried by the Provincial Contact or other designated member of the member festival at the choice of the member festival. The Provincial Contact will be deemed to carry that authority unless the member festival designates otherwise in writing.

7. To act as a liaison for the performing arts in their region and the Provincial Association.
8. To handle the paperwork and communications for provincial delegates.
9. To participate actively in discussions, and to inform/assist/guide the PABCFS Board in carrying out the provincial Association's mandate by providing timely information and opinions that reflect their region/festival.
10. To report the views of the PABCFS to their local festival board and committees.
11. To convey the policies of the PABCFS for their local festival, and to ensure that their festival complies with the rules set forth in the Provincial Policy Guide and Syllabus. In case of a dispute or grievance, to ensure that the rules as established are carried out.
12. To maintain contact with the PABCFS.
13. To ask questions and get answers, and to enjoy festival work.

Amended and Approved: October, 2002

SECTION I

FINANCIAL AND REPORTING RESPONSIBILITIES OF MEMBERSHIP

1. CURRENT BOARD OF DIRECTORS

See Addendum 1.

A. AUTHORITY

1. The PABCFS is responsible for establishing fees and dues regarding membership, including the following:
 - a. Annual Voting Member Membership Dues
 - b. Annual Affiliation/Assessment Fees
 - c. Initial membership Fee
 - d. Reinstatement Fee
2. Terms of membership in the Provincial Association include the agreement by the member festival to pay annual affiliation/assessment fees (refer to By-Law Article Ii, Section 1c) and annual membership dues (refer to By-Law Article II, Section 1d).
3. Affiliation/assessment fees are due by May 31 of the previous fiscal year. Membership dues are due by October 15 of the current fiscal year. The PABCFS fiscal year is September 1 to August 31.

B. ANNUAL MEMBERSHIP DUES

At this time, the annual membership dues are \$100.00

C. ANNUAL AFFILIATION/ASSESSMENT FEES

1. These fees, based on the number of entries the member festival has received, are often referred to as affiliation fees. For clarity, the full term of "affiliation/assessment fees" will be used for the Policy Guide and in notices of fees and dues payable.

All member festivals shall remit to the Provincial Office no later than April 30 of the festival year, the Affiliation Fees Invoice Form with a cheque for those fees. This form will have been provided to each festival by the PABC Office. At this time, affiliation/assessment fees are set at \$1.10 per Speech and Dance entry; \$1.90 per Music entry.

D. INITIAL VOTING MEMBERSHIP DUES

1. New Member Festivals shall pay one-time Initial Membership Dues (refer to New Membership Procedure above): such dues include the membership dues of their first year of membership.
2. Thereafter, their membership may be renewed by payment of annual dues as outlined above.
3. At this time, the Initial Membership Dues are \$200.00

E. REINSTATEMENT FEE

Refer to Section 1 IV Concerning Withdrawal, Expulsion and Reinstatement.

II. GOOD-STANDING AND DELINQUENCY

A. VOTING MEMBERS IN GOOD-STANDING

1. A member festival will be considered in good standing when membership dues are paid by the AGM of the current fiscal year and affiliation/assessment fees by April 30 of the previous year. The PABCFS fiscal year is September 1 to August 31.
2. As well, to be a member in good standing, a member festival must remit, in accordance with time lines established, any reports, forms, and information required from local festivals to the Provincial Office.

B. DELINQUENT MEMBERS

1. A maximum of three notices regarding fees and dues payable by any delinquent member festivals will be sent by the Provincial Office. The third notice will be sent by registered mail.
2. If there has been no response or satisfactory payment procedures established after three notices, the festival shall no longer be considered in good standing and shall be termed "delinquent".
3. Such delinquent festivals are no longer entitled to the benefits of membership including the right to send voting representatives to the Association's Annual General Meeting, general meetings, or extraordinary meetings and the right to send participants to the Provincial Festival.

C. CURRENT MEMBERSHIP

Addendum 2 lists those festivals in BC which are voting members of PABCFS.

III. REPORTING RESPONSIBILITIES

- A. All member festivals, as part of being termed "in good standing", must remit to the Provincial Office all reports as and when requested by the Provincial Office. These Reports shall consist of the following, but shall not be limited to:
- a) contact information
 - b) adjudicator information
 - c) festival statistics
 - d) entries information
- B. Appropriate revisions and updates of this information should be submitted in a timely fashion.
- C. All member festivals must enter their Provincial representatives into the computer database within 72 hours of the conclusion of their festival. Entry fees must reach the Provincial Office within a week of the conclusion of the local festival. For late April and May festivals, this deadline will be 48 hours for data entry and 72 hours for receipt of payment.

IV. WITHDRAWAL, EXPULSION, REINSTATEMENT

A TERMINATION OF MEMBERSHIP

1. A festival member that does not and/or cannot comply with the requirements of membership may withdraw voluntarily from the Association, or a Festival member may be expelled from the Association with a majority vote of the Provincial Association.
2. Withdrawal from the Provincial Association does not terminate that Festival Member's financial responsibility to the Association.

B REINSTATEMENT PROCEDURE

1. Delinquent festivals may be reinstated upon application in writing to the Provincial Office, complete with the submission of all past and current dues and fees and the reinstatement fee.
2. Expelled festivals may be reinstated upon a majority vote at an AGM, complete together with payment of all past and current dues and fees, and the reinstatement fee.

C REINSTATEMENT FEE

At this time, the reinstatement fee is \$200.00. The reinstatement fee does not include annual membership dues or other fees or dues.

Amended: October, 2002

Approved: October, 2002

Amended: October, 2007

SECTION I

COMMUNICATION POLICY

A. PRIORITY OF CONTACT

- a. All communications by members of the Board of Directors to Member Festivals regarding Board decisions shall take place primarily with the Provincial Contact or Member Festival President. No members of the Board shall initiate contact with individual teachers, parents or participants associated with the Member Festival unless so directed by the Provincial Contact or Member Festival President.
- b. If individual teachers, parents or participants initiate communications with a Board member regarding any decisions involving the disqualification, award or reclassification of a participant, the Board member shall refer the issue to the Provincial Contact, in accordance with (a) above. All such communications shall be brought to the attention of the Board in a timely manner for information.

B. RESOLUTION OF DISPUTES

- a. Any disagreement between a Member Festival and the Board of Directors regarding the results of decisions involving syllabus infringements, disqualifications or any other matter shall be brought to the attention of the Board President as soon as possible. Reasonable attempts shall first be made to resolve any such disagreements through frank, open discussion having as a sincere goal the explanation of the reasons for the decision or consideration of new information that may not have been available when the decision was initially rendered. If new information is brought forward during this discussion, the Member Festival may request that the Board reconsider the previously rendered decision.
- b. If, after such reasonable attempts, the Member Festival and the Board are not able to come to an understanding regarding the explanation of the reasons for the decision or disagree whether the decision should be reconsidered, any further communication shall be carried out in accordance with the Process for Dispute and/or Grievance Resolution.

Approved: October 2011

SECTION I

PROCESS FOR DISPUTE AND/OR GRIEVANCE RESOLUTION

I A. GRIEVANCE

Grievance shall mean any difference or dispute concerning decisions made by the PABCFS Board of Directors and a Member Festival.

B. STEPS OF RESOLUTION

The difference shall be settled in the following manner:

Step One

- a. The Member Festival shall submit in writing to the Board clearly stating its grievance.
- b. The Board will respond to the Member Festival in writing in a timely manner immediately after receiving notification of grievance.

Step Two

- a. If the Member Festival is not satisfied with the Board's response, it may request a vote of the Member Festivals to rescind the decision.

Step Three

- a. The vote to rescind the Board decision shall take place within one month of the request, allowing for a minimum of two weeks notice to the Member Festivals.
- b. Voting may take place at a face-to-face meeting, teleconference or by electronic means. The Board decision may be rescinded by a two-thirds majority of the Member Festivals provided a quorum is reached. Each Member Festival is designated one vote.

Step Four

- a. Both parties must agree to respect the decision of the Member Festivals as final

Approved: May, 2000

Amended: October 2011

SECTION I

I. MISCELLANEOUS POLICIES

A. THE PROVINCIAL FESTIVAL PARTICIPANT

1. The maximum number of participants which each member Festival may send to the Provincial Festival is determined by the PABCFS.
2. Each music festival may send one entry per provincial class for a Performer and any number of Non-Competitive entries per provincial class in Music as per the current Syllabus. Each single-discipline dance and speech arts Festival may send two Performers per provincial class and any number of non-competitive participants.
3. Multi-discipline festivals have the option of sending two recommended competitors in each level of a discipline if, in the previous year, they have reported and paid affiliation fees accordingly for the qualifying number of entries in that discipline. The number of qualifying entries shall be counted according to the following discipline groups:
 - 250 or more in Piano
 - 150 or more in
 - Strings and Guitar
 - Woodwinds and Brass
 - Chamber Groups
 - Speech Arts
 - Classical Voice
 - Musical Theatre

Local festivals that are able to send more competitors in the following year will be notified by the PABC office before the start of the festival year.

4. Upon clear, timely publishing of the pertinent information and regulations, member festivals retain the following rights:

To instruct their adjudicators to observe local regulations which may denote that local students have priority over non-local students.

B. DEFINITION OF PARTICIPANT

1. **Performer** – A performer will be those applicants recommended by the adjudicator at a regional festival to participate in the PABCFS Provincial Festival.

2. **Observer** –Observers will be those applicants recommended by the adjudicator at a regional festival to participate in the PABCFS Provincial Festival in a non-competitive capacity.

Approved: October, 2002

Amended: October, 2007

Amended: October, 2015

SECTION 2

THE BOARD OF DIRECTORS GOVERNANCE AND MANAGEMENT: POLICIES AND PROCEDURES

I. GOVERNANCE

1. The Provincial Association shall include all member festivals in good standing in the Province.
2. From this Association, a governing body known as the Provincial Board of Directors, hereinafter referred to as "the Board" or the "Board of Directors", shall be determined. The Board of Directors shall be elected at the Annual General Meeting of the Association.
3. The Board shall be responsible for carrying out the business of the Provincial Association in accordance with the By-laws of the Association.
4. Through the Constitution and By-Laws, the Board is allowed to develop and set policies in consultation with members of the Provincial Association.
5. An Annual General Meeting shall be held each year in the fall; proper notification must be issued.
6. The fiscal year of PABCFS is September 1 to August 31.

II. MANAGEMENT

1. The Board consists of the following Directors:
 - a. President, Vice-President, Treasurer, and Secretary who together form the executive committee and
 - b. At least Two-Directors-at-Large and
 - c. Immediate Past-President who is ex officio to the Board, and who shall serve as Chairman of the Nominating Committee.
2. The Executive Director shall manage the day-to-day affairs and carry out the policies of the Association under the direction of the Board of Directors, and shall report to the President and Committee Chairs.
3. In accordance with provincial legislation, no Director on the Board of Directors may accept remuneration for any duties undertaken involved with their Directorship (i.e. "May not profit by...service...").
4. Standing Committees:
 - a. At this time, there are three Standing Committees of the Board, responsible to the Board, and reporting to the Board and to the Executive Director.
 - b. Standing Committees may have sub-committees which report to their Committee chair.
5. Ad hoc and Special Committees may be appointed as needs arise.
6. Membership on the Board of Directors and membership of committees is not limited to the official representatives of member festivals.
7. Chairmen of Standing Committees where possible shall be members of the Board of Directors.
8. The President and Executive Director are ex officio members of all Committees, but may take on full membership upon request of the Chair of the committee

III. NOMINATIONS, REPRESENTATION

1. Every effort shall be made to ensure that the Board of Directors reflects the demographics of the organization.
2. There shall be a balance of members from urban and non-urban areas, diversity of ages and gender.
3. It is highly recommended that the Directors have a background in the performing arts, and that a variety of arts disciplines be represented amongst the Directors.
4. In addition to this Section on Nominations, please refer to the Terms of Reference of the Nominating Committee for further information.

IV. RECOMMENDED SKILLS AND ABILITIES FOR DIRECTORS

1. Education: post secondary or comparable education and experience.
2. Leadership: visionary, knowledgeable of organizational developments, willing and comfortable in public role, ability to motivate others, dynamic.
3. Fundraising: knowledge and experience of funding developments including corporate, government, individual, foundations, special events.
4. Program Development: knowledgeable within the performing arts disciplines (i.e. music, dance, speech and dramatic arts), and/or organizational skills in the performing arts disciplines.
5. Board Development: knowledge of Board structure, role, mission and goals of the Association.
6. Communication: ability to communicate the goals of the Association, both in written and verbal forms.
7. Membership: knowledge of local/regional festival structure, strong communication and interpersonal skills.
8. Conflict Resolution: knowledge, training and experience in conflict resolution.

Approved: May, 2000

Revised: July, 2003

Amended: October 2007

SECTION 2

ROLE AND RESPONSIBILITIES OF BOARD DIRECTORS

I. ALL DIRECTORS ON THE BOARD

A. General Description

The Director works with other Directors of the PABCFS in governing its affairs through the development, approval and evaluation of policy. The Director may act on the Board's behalf given Board approval. Each Director works in cooperation with the Executive Director to maintain, preserve and further develop the Association by providing governance and management of the organization's resources.

B. Qualifications

The Director should have post secondary education or comparable life experience. The Director should have some board development course work or comparable experience. Strong writing and communication skills and the ability to inform and motivate others is desirable. Personal suitability includes being sensitive to group dynamics, decisive, innovative, flexible, with strong service orientation.

C. Summary of Responsibilities

1. Uphold the Duties as listed in Article V of the Constitution and By-Laws of the Performing Arts B.C. Festivals Society.
2. Attend meetings of the Board of Directors, the Association's provincial Festival and Annual General Meeting, and to participate in committee meetings as required.
3. Serve on committees and sub-committees of the Board, as a chairperson when required. As chair of a committee, to present written reports on behalf of that committee at Board meetings and at the Annual General Meeting.
4. Work cooperatively and effectively with other Directors and the Executive Director in developing and evaluating policy of the organization and to actively support the aims and objectives of the Association as set out in existing policies.
5. Insure appropriate levels of human and financial resources.
6. Act as an advocate for the PABCFS and to serve as its representative and contact.
7. Bring to the attention of the Board in a timely fashion all decisions or rulings made prior to, during or following the Provincial Festival that involved a disqualification, award or reclassification of a Participant that was not in accordance with an Adjudicator's recommendation or due to an ambiguity in the Syllabus.
8. On occasions when the interests of others differ from PABCFS, it is the Director's responsibility to act on PABCFS' interests.

D. Code of Ethics

A Board Director shall:

1. Act honestly and in good faith and in the best interests of the Association.
2. Be loyal to the Board. Directors should never divulge deliberations or decisions made by the Board to any outside body or person before they are made known through agreed-upon channels of communication. It is an obligation of a Director to abide by and support such decisions rather than undermine them. Equally, Directors should not publicly criticize other Directors or employees.
3. Exercise the care, diligence and skill of a reasonably prudent person in exercising powers and performing responsibilities.
4. Articulate and support the Mission Statement and Climate Goals of the PABCFS.

E. Time Commitment

1. A Director must be prepared to devote a minimum of two years to the organization.
2. A Director should be prepared to devote sufficient time to prepare for meetings and to undertake other duties as agreed upon from time to time, and to be prepared to attend the Annual General Meeting, the Provincial Festival, General (Spring) Meetings, and a minimum of two meetings of the Board annually.

F. Financial Considerations

1. Travel, accommodation and per diem expenses incurred in attending the PABCFS meetings are reimbursed within prescribed guidelines.
2. Communication expenses incurred in carrying out committee duties are reimbursed within prescribed guidelines.
3. Directors are expected to participate in fund-raising efforts for the organization, and are strongly encouraged to donate on a personal basis.
4. Refer to Expense Claim Procedures for more information.

Approved: May 2000

Revised: July, 2003

Amended: October 2011

PRESIDENT: ROLE AND RESPONSIBILITIES

Title: President

Reporting To: Board of Directors

General Description

The President is chairperson of the Board and the executive committee as well as an ex-officio member of all other committees. The President is responsible for all governance functions of the organization within policies approved by the Board of Directors. The President works closely with the Executive Director.

Qualifications

The President shall have the qualifications of a Director of the Board as set out in PABCFS Policy regarding the Role and Responsibilities of Directors. It is recommended that the incoming President shall have served a minimum of one year as Vice-President of the Board.

Summary of Responsibilities

1. Uphold the Duties of a Director and of the President as listed in Article V of the PABCFS Constitution and Bylaws, and uphold the Responsibilities as listed under Director in PABCFS Policy.
2. Chair board, executive committee meetings, the General (Spring) Meeting and the Annual General Meeting; and be responsible for preparing the agenda for those meetings.
3. Ensure that the work of the organization is being accomplished in an ongoing and timely fashion.
4. Maintain a close liaison with the Executive Director who is responsible for the day-to-day management and administration of the organization, on at least a bi-weekly basis.
5. Ensure that policy is being written and implemented in an ongoing and coordinated fashion.
6. Provide a report, preferably written for all Board meetings; a written report is required for the Annual General Meeting.
7. The President is regarded as the prime spokesperson of the PABCFS, in cooperation and consultation with the Executive Director, and may delegate when appropriate.
8. Maintain a working relationship with and represent the Association as necessary to all levels of government, agencies and organizations as appropriate, in consultation with the Executive Director.
9. To be one of at least three signing authorities for the Association.

Time Commitment

The President may be required to attend additional meetings and events and may assume other duties, which may require additional time over and above that of the Director.

Approved: May, 2000

Revised: July, 2003

VICE-PRESIDENT: ROLE AND RESPONSIBILITIES

Title: Vice-President

Reporting To: Board of Directors

General Description

This position is intended as preparation for the position of President. The Vice-President chairs meetings in the President's absence, and assists the President in all governance of the organization. The Vice-President should be informed of all issues affecting the organization enabling him/her to step into the Presidency when necessary.

Qualifications

The Vice-President shall have the qualifications of a Director of the Board as set out in PABCFS Policy regarding the Role and Responsibilities of Directors. In addition, the Vice-President should have post-secondary education or comparable life experience. The Vice-President should exhibit an understanding of cultural sector issues, strong oral and written communication and meeting management skills, along with the ability to motivate others. Previous Board experience is desirable.

Summary of Responsibilities

1. Uphold the Duties of a Director and of the Vice-President as listed in Article V of the PABCFS Constitution and Bylaws, and uphold the Responsibilities as listed under Director in PABCFS Policy.
2. Chair board and other meetings normally chaired by the President in the absence of the President.
3. Work closely with the President, and serve as a consultant and advisor to the President.
4. Chair a standing committee and/or ad hoc committee of the Board upon the request of the President.
5. Serve as one of the three signing authorities for the Association upon the request of the President.
6. To undertake any duties of the President in the absence of the President, or upon the request of the President.

Approved: May, 2000

Revised: July, 2003

TREASURER: ROLE AND RESPONSIBILITIES

Title: Treasurer

Reporting To: Board of Directors

General Description

The Treasurer chairs the Finance Committee, reports to the Board, and is responsible for the financial management of the organization within the policies approved by the Board of Directors.

Qualifications

The Treasurer shall have the qualifications of a Director of the Board as set out in PABCFS Policy regarding the Role and Responsibilities of Directors. In addition, the Treasurer should have a diploma or certificate in business, public administration, accounting or comparable experience, with a minimum of two years financial and planning experience with a similar organization.

Summary of Responsibilities

1. Uphold the Duties of a Director and of the Treasurer as listed in Article V of the PABCFS Constitution and Bylaws, and uphold the Responsibilities as listed under Director in PABCFS Policy.
2. Chair the Finance Committee and ensure that management of the financial development and allocation of funds of the Association is followed with due care and diligence.
3. Liaise on a monthly basis with the Executive Director, who is initially responsible of the bookkeeping and accounts of the organization.
4. Report and present to the Board on a monthly basis such financial statements as are required.
5. Serve as one of at least three signing authorities for the organization.

Approved: May, 2000

Revised: July, 2003

SECRETARY: ROLE AND RESPONSIBILITIES

Title: Secretary

Reporting To: Board of Directors

General Description

The Secretary works with the Board of the PABCFS in governing its affairs through the development, approval and evaluation of policy. The Secretary may act on the Board's behalf given Board approval.

Qualifications

The Secretary shall have the qualifications of a Director of the Board as set out in PABCFS Policy regarding the Role and Responsibilities of Directors.

Summary of Responsibilities

1. Uphold the Duties of a Director and of the Secretary as listed in Article V of the PABCFS Constitution and Bylaws, and uphold the Responsibilities as listed under Director in PABCFS Policy.
2. Ensure that the correct quorum is present at meetings in order to undertake the business of the Association.
3. Ensure that minutes are taken of Board, Executive, Annual General Meeting, General (Spring) Meeting or any extraordinary meetings, and are distributed as appropriate in a timely fashion.
4. Ensure that all minutes are kept in safe custody.
5. Ensure that sufficient notice is given to members of the Annual General Meeting.
6. Ensure that the appropriate provincial and federal regulations are met with regard to notification of proposed Constitution and By-law revisions, annual filing, and so on.

Approved: May, 2000

Revised: July, 2002

PAST PRESIDENT: ROLE AND RESPONSIBILITIES

Title: Past President

Reporting To: Board of Directors

General Description

The Past President is a member of the board and entitled to all rights and privileges determined by the board. This individual is responsible for providing the board with historical information and chairing the Nominations Committee.

Qualifications

The Past President must have served the organization in the position of President. The Past President shall have the qualifications of a Director of the Board as set out in PABCFS Policy regarding Role and Responsibilities of Directors.

Summary of Responsibilities

1. Uphold the Duties of a Director and of the Secretary as listed in Article V of the PABCFS Constitution and Bylaws, and uphold the Responsibilities as listed under Director in PABCFS Policy.
2. Chair the Nominations Committee or have the President appoint another board member to perform the task.
3. Provide the Association with any historical information necessary.
4. Attend Board meetings.
5. Attend the Annual Festival, the General (Spring) Meeting and the fall Annual General Meeting.

Approved: January, 2003

EXECUTIVE DIRECTOR: ROLE AND RESPONSIBILITIES

Title: Executive Director

Reporting To: Board of Directors

Contractual Terms

The term shall be twelve months, renewed annually.

General Description

This position is responsible for carrying out the aims and objectives as set by the Board of Directors. The Executive Director is responsible for all aspects of the Provincial Festival, working closely with the Host Community's festival committee. The Executive Director works closely with the President and is ex-officio member of all committees.

Summary of Responsibilities

1. Uphold the Duties of the Executive Director as listed in the Executive Director's Timeline attached.
2. Ensure that the work of the organization is being accomplished in an ongoing and timely fashion.
3. Manage the day-to-day affairs and carry out the policies of the Association under the direction of the Board of Directors and the President.
4. Maintain a close working liaison with the President. Report to the President and Committee Chairs. Actively support the aims and objectives of the Association as set out in existing policies.
5. Provide the official office of the Provincial Association. Keep records of membership, database of participants, and maintain the Association's website. Administer affiliation fees and any other information required from local festivals.
6. To organize and oversee the annual Provincial Festival and to organize all aspects of advancing National competitors to the annual national Music Festival.
7. To supervise all employees, both permanent and temporary staff as well as service volunteers.
8. To bring to the Board's attention opportunities for new initiatives and programs, and to oversee these initiatives once adopted by the Board.
9. Bring to the attention of the Board in a timely fashion all decisions or rulings made prior to, during or following the Provincial Festival that involved a disqualification, award or reclassification of a Participant that was not in accordance with an Adjudicator's recommendation or due to an ambiguity in the Syllabus.
10. Provide an annual summary report to PABC's AGM and the National Federation.
11. Be a spokesperson of PABC, in cooperation and consultation with the President.
12. To establish and maintain good working relationships with PABCFS' member festivals, the Provincial Festival Host community staff and volunteers, other arts organizations, government agencies, officials and staff at all levels, and to promote the Association and its aims.

EXECUTIVE DIRECTOR'S TIMELINE

Every month: Forward on to festivals National Festival emails of interest and reply to any Nationals requests to the Provincial level.

Keep local festivals up-to-date on paperwork requirements for both National and Provincial offices and any interesting tidbits – such as changes to Copyright Act in 2008 etc.

Reply to all correspondence, whether by email or letter mail and forward to Board if required.

September:

Prepare all financial info for Accountant including, cheque stubs, deposit books, financial records, list of uncashed award cheques, outstanding business cheques etc.

Hire adjudicators

Liaise with location for AGM regarding hotel rooms, meeting room, meals etc.

Start preparing for AGM by sending out AGM notice and membership renewal forms to festivals as well as Distinguished Service Award Nomination forms, Board nomination forms, AGM Registration forms, info regarding location of meeting and agenda and Adjudicators Directory.

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

October:

Receive membership renewals and chase unpaid festivals

Receive AGM registrations

Prepare for AGM and confirm meeting room times and meals if required with hotel

Update website with AGM info

Hold AGM and prepare all paperwork as needed (nomination forms, reports)

Set time and date of next AGM

Continue hiring adjudicators

Visit Provincial festival location if AGM is not held there

Update member list on website and supply updates to Nationals for their website

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

Complete Gaming Summary and submit

November:

Email AGM Minutes to festivals along with description of changes to Syllabus and financial report

Update online Syllabus

Complete and submit all required government paperwork after AGM

Continue hiring adjudicators and send out letters of intent to all confirmed adjudicators

Liaise with local host committee

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

December:

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

January:

Meet with webmasters to make changes to online registration as required.

Update website with info from host committee regarding hotels, travel, schedules, registration requirements and so on

Send out Affiliation fees notice to all festivals

Open online registration and set cut-off date for choral entries and online entries

Send email to all festivals with username and password and online registration instructions

Liaise with local host committee

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

February:

Start tentative programming as entries come in and update online schedules as required

Complete Revenue Canada Charity Information Return

Confirm # of pianos needed and confirm with supplier

Make adjudicator travel arrangements. Send adjudicators additional materials on our Festival such as past schedule, past Programme, rules and regulations, FAQs which they can study ahead of time.

Send out Affiliation fees notice

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

March:

Continue to monitor entries and deposit entry and affiliation fees to bank

Continue to update website as Accompanists confirm attendance

Confirm location of festival office, wireless internet, telephone, bookshelves etc.

Confirm local printer and availability of photo-copying

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

April:

Continue to monitor entries and deposit entry and affiliation fees to bank

Check supplies in festival boxes and reorder if required

Mail out adjudicator contracts, confirm adjudicator hotel

Confirm Board hotel and travel

Update website with all concerts, registration location and so on.

Receive choral entries and package as 'blind' entries by class with adjudication sheets

Receive and file all Nationals forms that will be needed during festival

Arrange for transport of supplies to festival location

Work on PABC content of festival programme

Confirm arrangements for Festival General Meeting after festival

Confirm signage that is available and what local committee will have to provide

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

May:

Set up arrangements with local Bank of Montreal to draw cash during festival for per diems for adjudicators and board

Send first batch of Choral entries off to Adjudicator. Take later entries to festival

Create programme once entries close and send to printer

Finalize schedule and post to website

Arrive at festival 4 days before festival is due to start

Meet with local photocopying shop and printer to confirm requirements for festival

Prepare venue boxes

Print adjudication sheets and participation certificates

Make adjudicator packages

Make dance books

Make name tags

Finish sheets for competitor check in

Have a list of competitors who still need signed waivers or need to pay fees

Brief venue volunteers on Friday or Saturday before Festival starts. Board members will be in attendance to assist with the briefing.

Brief registration volunteers on Saturday or Sunday morning before registration starts

Be in office 8am to 9pm daily from Sunday to Wednesday and 8am to 12noon Thursday.
Pack up supplies Thursday afternoon

Brief adjudicators. Board members will be in attendance to assist with the briefing.

During festival make up winners list, 7 concert programmes and other administrative requirements

Make bank deposits as required for late entry fees

Make Nationals packages for those representing BC and have adjudicators sign required paperwork

Set up meeting with choral adjudicator to discuss winners and which choirs are going on to Nationals

Attend Nationals concert to get adjudicator signatures on Nationals paperwork and hand out packages. Board members may be in attendance to assist with National rep briefing.

Prepare year to date financial statements for general festival meeting.

Write Scholarship cheques and letters to winners or scholarships listed in programme

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

June:

Finish up all paperwork and mailing out of certificates, medallions etc. that were not picked up

Prepare certificates for choirs and return packages for those not proceeding to National festival

Enter choral entries online and mail entries to National office

Receive solo entry forms for Nationals and enter online and mail entries to National office

Send entry fees and affiliation fees to Nationals

Mail out any thank-you's and receipts for donations that have not already been done

Post winner and runner-up list on website and change website to show location and dates for next Provincial festival

Thank all adjudicators

Write and mail all award cheques to winners

Start thinking about next festival and contact adjudicators

Collect and compile festival statistics for National festival and complete updates to

Adjudicator directory

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

July:

Confirm travel arrangements for Nationals competitors, accompanist and designate and any delegates.

Send in registration fees and room and board payment for accompanist, designate and delegates.

Send in National Board Nomination form for any BC members

Send in a summary Provincial Report to the National Board

Maintain financial records. Circulate "Actuals" vs. "Budget" to the Board.

August:

Attend National festival, if feasible, as BC's representative.

Hire adjudicators with input from the Board.

Follow up on receivables and any outstanding payments. Close books at end of month.

Update website with National winners from BC

Circulate "Actuals" vs. "Budget" to the Board.

SECTION 2

EXPENSE CLAIM POLICIES AND PROCEDURES

I. TRAVEL AND EXPENSE CLAIM POLICY

1. Regular Expenses: It is the policy of the Performing Arts B.C. Festivals society to reimburse the costs to Directors for attendance at committee and Board meetings, and at the annual Provincial Festival. The PABCFS shall also reimburse costs relating to communications (i.e. phone, fax, mailings) as relating to Board/Committee meetings and duties.
2. In addition, some non-regular costs may also be reimbursed; e.g. representing the PABCFS at an outside event.
3. As noted, "Travel and Expense Claim Policy" is also a vehicle by which Directors may make donations to the Association.
4. It is the responsibility of the Director to obtain the most economical method of transportation and accommodation for which reimbursement by the Association is sought. The Executive Director shall determine the amount PABCFS will reimburse, the balance, should there be any, is the responsibility of the Director.
5. There shall be no reimbursement for non-attendance.
6. In the case where a Director is representing more than one organization, i.e. a regional festival as well as the PABCFS Board, the expenses shall be shared equally.
7. If the expense is to enable the Director to represent the Association, a written report shall be presented at the next Board meeting.
8.
 - a. Provincial legislation provides that "No voting members of the executive or board of directors may receive remuneration or other financial benefits for their services to the organization, regardless of the type of service performed".
 - b. Reimbursement of expenses is allowed.
 - c. Allowed also is the issuance of a tax receipt for donations, including those donations which are made as a "return" of expense money.

II. TRAVEL AND EXPENSE CLAIM PROCEDURE

1. All non-regular expenses must be approved by the Executive Director in consultation with the Board prior to commitment (preferably one month's notice).
2. For all expense reimbursements, a PABCFS Expense Claim Form with attached receipts shall be submitted to the Executive Director as soon as possible following the event.
3. The Executive Director shall provide reimbursement for own use vehicle use for PABCFS events to Directors at the annual CRA rate.

4. The Executive Director shall provide per diem reimbursement to Directors of \$50.00 if the time commitment covers an entire day and includes purchase of all three meals. Should a meal be provided, such as a complimentary breakfast, or a hosted meal, the remaining meals for that day shall be reimbursed at actual cost (receipts required) to a maximum of \$15 for lunch and \$25 for dinner.
5. Expense cheques are normally written at month-end.
6. Tax receipts will be provided for all monetary and gift-in-kind donations.
7. Should Directors request a tax receipt for "donated expenses", the procedure is as follows:
 - a. Submit the expenses on the Expense Claim Form as normally done.
 - b. The Executive Director shall reimburse the amount claimed.
 - c. The Director shall donate those funds back by way of personal cheque, in full or in part, at the discretion of the Director.
 - d. A tax receipt shall be issued by the Executive Director for the amount thereby donated.

SECTION 2

COMMITTEES OF THE BOARD OF DIRECTORS

I. COMMITTEE MEMBERSHIP, STRUCTURE AND GOVERNANCE

The President of the PABCFS and the Executive Director are ex officio members of all committees.

2. Please refer to the "General Instructions to Committees" and to the "Committee Terms of Reference" for specific policies and procedures.
3. Standing Committees are directly responsible to the Board.
The current seven Standing Committees are as follows:
 - a. Finance Committee
 - b. Personnel Committee
 - c. Nominating Committee
 - d. Membership & Alumnae Committee
 - e. Advocacy Committee
 - f. Syllabus Committee
 - g. Festival Committee
 - h. Adjudicator Selection Committee
 - i. Executive Committee
4. Sub-Committees are appointed by the Standing Committees, and are directly responsible to the Chair of the Standing Committee.
5. Special and Ad Hoc Committees are appointed dependant upon the needs of the Association.

II. GENERAL INSTRUCTIONS TO COMMITTEES

The President of the PABCFS shall appoint the Committee Chairs. Such appointments will usually be members of the Board of Directors, however, in the case where a Committee Chair is not a Board member, that Chair may attend Board meetings but shall not have a vote. (Refer to Constitution and By-Laws, Article VI, Section 2).

The President and Executive Director are ex officio members of all committees, but may take on full membership at the request of the Chair.

It is the responsibility of the Chair of each committee to select its committee members.

It is the responsibility of the Chair of each committee to select a Secretary for the committee; however, the Chair may serve as Secretary should the Chair so prefer.

In order to reflect the Association fully, every effort must be made to include members from different festivals.

It is the responsibility of the Chair to find those members who have knowledge or interest in the area in which the committee deals.

It is the role of the Committee to examine in depth particular areas of concern to the Board and to carry out the Board's instructions.

In its role as advisor to the Board, it is the Committee's responsibility to bring forth information which it may have as a result of its discussions and activities.

Using the Association's Terms of Reference, each Committee should draw up a guide for its use and present it to the Board. The guide should include a time-line and a budget.

Each committee should review and submit appropriate revisions of its Terms of Reference, etc. and present the same to the Board for approval.

All printed materials must be sent to the Executive Director and the Director of Communications for his/her "vetting" and to the Board for approval prior to distribution beyond the Board.

All discussions of the Committees must be reported in writing to the Board, and must receive approval from Board before being acted upon.

All reports and written material must be sent to the Provincial Office.

Reports, etc., must be submitted in a timely fashion as per the various guidelines and instructions.

Approved: May, 2000

Revised: June, 2002

SECTION 2

III. FINANCE COMMITTEE TERMS OF REFERENCE

Name of Committee: Finance Committee

Reporting to: Board of Directors, PABCFS

Composed of: Treasurer of the Board of Directors of the PABCFS, who shall be Chair.
At least two additional members.
The Executive Director and Director of Communications shall be full members of the Finance Committee.
President of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS and in consultation with the Executive Director and Director of Communications, the Finance Committee manages the financial developments and allocation of funds of the Association.

Qualifications and Suitability of Committee Members

Members should have an understanding of financial management bookkeeping and auditing practices for not-for-profit organizations. The Committee may be advised as required by recognized professionals.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.
3. The committee will add procedures it considers necessary for the meetings.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Members shall be prepared to devote sufficient time for meetings and budget preparation.

Function of the Committee

1. Develops policy concerning the financial development and allocation of funds for the Association.
2. Oversees preparation of the annual budget.
3. Oversees the bookkeeping and preparation of financial statements, and presents the appropriate financial reports to the Board and to the Membership as appropriate.
4. Ensures that a financial report takes place.
5. Ensures that the financial reports are made to appropriate authorities (such as Revenue Canada).
6. Assists the committees in setting budgets.

NOTE: Fundraising projects are sub-committees of the Finance Committee and may be developed as required.

Approved: May, 2000

Revised: August, 2002

SECTION 2

IV. PERSONNEL COMMITTEE TERMS OF REFERENCE

Name of Committee: Personnel Committee

Reporting to: Board of Directors, PABCFS

Composed of: Director of the organization who shall be Chair, appointed by the President of the PABCFS
At least two representatives from local festivals other than his/her own President of PABCFS, *ex officio*
Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS, the Personnel Committee develops policy governing the personnel needs of the Association.

Personal Suitability of Committee Members

1. Broad understanding of personnel administration, recruitment, training and evaluation procedures.
2. Knowledge of not-for-profit procedures regarding human resources.
3. Strong communication skills and the ability to motivate and inform others.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.
3. The committee will add procedures it considers necessary for the meetings.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Estimated three to four committee meetings per year plus interview time with the Executive Director and report preparation time.

Function of the Committee

1. Develops policy to govern the personnel needs of the Association.
2. Prepares planning policies for the Board of Directors, the Executive Director, and other staff, volunteers and committees.
3. Orients new Board Directors.
4. Orients new Executive Director and other staff as required.
5. Develops a process for the hiring (through the establishment of a Hiring Committee), evaluation, recognition, and termination of the Executive Director.
6. Makes recommendations to the Board on all personnel matters of the Association.
7. Reviews and revises the Executive Director's job description in consultation with those affected.
8. Reviews the By-Laws of the Association on a regular basis insofar as they pertain to personnel issues.

Approved: May, 2000

Revised: June, 2002

SECTION 2

V. NOMINATING COMMITTEE TERMS OF REFERENCE

Name of Committee: Nominating Committee

Reporting to: Board of Directors, PABCFS

Composed of: The Immediate Past President shall be Chair of this committee.

Should the Immediate Past President be unable to chair this committee the President shall appoint a Board member to be chair.

At least two representatives from local festivals other than his/her own

President of PABCFS, *ex officio*

Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS, the role of the Nominating Committee is to identify, clarify and articulate the various positions, talents, skills and interests required for the Board that will ensure its financial and cultural viability, as well as sustaining a representational balance within the Association. Once the needs are identified, the Nominating Committee is to actively seek potential Board candidates.

Qualifications and Suitability of Committee Members

1. Experience and knowledge of board structure and development.
2. Experience and knowledge of volunteer and professional arts management in the not-for-profit cultural sector of British Columbia.
3. Understanding of the goals and policies of PABCFS.
4. Ability to articulate the goals and requirements of the Board to potential directors.
5. Ability to assess the suitability of potential candidates.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.
3. The committee will add procedures it considers necessary for the meetings.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.

3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Estimated four to five committee meetings per year plus recruitment time with potential Board candidates.

Function of the Committee

1. *October – November*
Determine required skills and demographics necessary to maintain/sustain Board balance (refer to Nominating Policies).
2. *December – January*
Telephone members for recommendations and send nominating forms.
3. *February – March*
Using Role and Responsibilities of a Director as a guide, assess suitability and shortlist recommendations after discussions with Board. Contact potential candidates.
4. *April – May*
Request further nominations at General Meeting. Assess suitability and shortlist. Present recommendations to Board for approval. Contact potential candidates and supply with information kit in consultation with the Executive Director.
5. *June*
Close nominations.
6. *July – August*
Follow up candidates, obtain biographical sketches, inform candidates of date of AGM and procedure, prepare slate with accompanying biographies of candidates in consultation with the Executive Director.
7. *September*
Ensure the slate and biographies are mailed to members by the office at least 30 days prior to the AGM.

Approved: May, 2000

Revised: June, 2002

SECTION 2

VI. MEMBERSHIP & ALUMNAE COMMITTEE TERMS OF REFERENCE

Name of Committee: Membership & Alumnae Committee

Reporting to: Board of Directors, PABCFS

Composed of: A Director of the organization, who shall be Chair, appointed by the President of the PABCFS
At least two representatives from local festivals other than his/her own President of PABCFS, *ex officio*
Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS, the role of the Membership & Alumnae Committee is to develop policy to govern the needs of the Association's member groups as they relate to the PABCFS and develop and keep current a data base of all alumnae (i.e. Participants, Board Members, Member Festival Board Members, Non-Competitive Participants).

Personal Suitability of Committee Members

1. Committee members will have a broad understanding of the history of the Association and knowledge of the not-for-profit cultural sector.
2. Knowledge/familiarity with the membership would be an asset.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Estimated two to five committee meetings per year.

Function of the Committee

1. Assists applicants in preparing and submitting the required documentation to the Board of Directors.
2. Ensures that the applicant is provided with a copy of the Constitution and By-laws of the PABCFS as well as the current Policy guide.
3. Determines the suitability of the applicant for membership with the PABCFS.
4. Submits the application to the Executive Director at least 60 days prior to the AGM.
5. Volunteer recognition.
6. Actively involved in dispute resolution (refer to Process for Dispute and/or Grievance Resolution) with member festivals.
7. Develop a data base of all alumnae (i.e., Participants, Board Members, Member Festival Board Members, Non-Competitive Participants).
8. Maintain and update data base on a regular basis.

Approved: May, 2000

Revised: September, 2002

SECTION 2

VII. ADVOCACY COMMITTEE TERMS OF REFERENCE

Name of Committee: Advocacy Committee

Reporting to: Board of Directors, PABCFS

Composed of: A Director of the organization, who shall be Chair, appointed by the President of the PABCFS
At least two representatives from local festivals other than his/her own President of PABCFS, *ex officio*
Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS and in consultation with the Executive Director, the purpose of the Advocacy Committee is to ensure that all documents and presentations accurately reflect the mission of the Association. Although it is the role of every Director to represent PABCFS, the members of the Advocacy Committee provide guidance and give example to all directors and members.

Qualifications and Suitability of Committee Members

1. Members should have experience and knowledge of volunteer and professional arts management in the not-for-profit cultural sector of British Columbia.
2. Understanding of the goals and policies of PABCFS.
3. Strong communication skills.
4. Public presentation skills.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.
3. The committee will add procedures it considers necessary for the meetings.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Four to five committee meetings per year plus presentations which may arise from time to time.

Function of the Committee

1. Reviews all PABCFS marketing material, including logo, and keeps materials updated.
2. Drafts the Board News Update after each board meeting and submits it in a timely fashion to the Executive Director for distribution to the full membership of the Association.
3. Assists the President or delegated authority, in representing the Association.
4. Identifies opportunities to advance the PABCFS' mission and goals.

Responsibilities of Committee Regarding the Board News Update

1. Appoints a Director of the PABCFS to draft the Board News Update.

Approved: May, 2000

Revised: July, 2003

SECTION 2

VIII. SYLLABUS COMMITTEE TERMS OF REFERENCE

Name of Committee: Syllabus Committee

Reporting to: Board of Directors, PABCFS

Composed of: A Director of the organization, who shall be Chair, appointed by the President of the PABCFS
A representative for each discipline (Speech Arts, Piano, Winds, Strings, Voice, Dance) selected from the Board and members
President of PABCFS, *ex officio*
Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS, the role of the Syllabus Committee is to develop policy and make recommendations to the Board regarding the rules and regulations contained within the Festival Syllabus. The Committee interprets existing rules for member festivals on behalf of the Board.

Personal Suitability of Committee Members

Committee members must have administration experience at the regional festival level, in-depth knowledge of at least one discipline (as listed above), and a thorough knowledge of the rules and regulations contained in the Syllabus.

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

1. Meetings will be held at the call of the Chair.
2. Notification of meeting time, if by teleconference, will be established in cooperation with the Executive Director who must have at least one week's notice.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Time Commitment

Estimated two to five committee meetings per year.

Function of the Committee

1. Works in consultation with the Executive Director to review, revise and update the Syllabus and to bring forward recommendations to the Board for approval.
2. Ensures that the Syllabus is circulated to member festivals in a timely fashion.
3. Monitors and ensures that all regulations of the syllabus are adhered to during the Provincial Festival.
4. Assists member festivals in interpreting the Syllabus.
5. May provide suggestions of Adjudicators to the Adjudicator Selection Committee.

Approved: May, 2000

Revised: August, 2002

SECTION 2

IX. HOST COMMUNITY COMMITTEE TERMS OF REFERENCE

Name of Committee: Host Community Committee

Reporting to: Board of Directors, PABCFS

Composed of: A Host Community Committee Member, who shall be Chair, appointed by the President of the PABCFS & Representatives from the Host Community Committee who will chair the various local committees
President of PABCFS, *ex officio*
Executive Director of PABCFS, *ex officio*

Purpose

Working within the policies of the Board of Directors of the PABCFS, the role of the Host Community Festival Committee is to facilitate the PABCFS in planning the Provincial Festival.

Personal Suitability of Committee Members

Committee members should have a working knowledge at the regional festival level, and a knowledge of one or more of the working committees (i.e. hospitality, transportation, volunteers, etc.)

Records

The committee, through the Chair and its Secretary, will keep accurate records of all matters that come before it, and ensure that the Provincial Office is given duplicate copies in a timely fashion.

Meetings

Meetings will be held at the call of the Chair.

Agendas, Minutes and Reports

1. An agenda will be prepared by the Secretary, under the direction of the Chair, and distributed by the Secretary prior to the meeting.
2. Minutes will be prepared and distributed by the Secretary as soon as possible after the meeting.
3. A copy of the minutes or a written report will be prepared for presentation to the Board at the next Board meeting and must be received by the Executive Director at least ten days prior to the Board meeting.

Function of the Committee

1. Be responsible to find local venues, to be approved by Executive Director
2. Be responsible for all volunteers
3. Be responsible for ticket sales
4. Develop local ads and media
5. Solicit local sponsors
6. Be responsible for hospitality, Opening Reception
7. Arrange transportation for adjudicators
8. Be responsible for local fundraising and gifts in kind
9. Recommend suitable accommodation (hotel and billets)

SECTION 2

X. ADJUDICATOR SELECTION COMMITTEE TERMS OF REFERENCE

Name of Committee: Adjudicator Selection Committee

Reporting to: Board of Directors, PABCFS

Purpose

Working within the policies of the Board of Directors of the PABCFS, the Adjudicator Selection Committee reports to the Board of Directors through the Chair of the committee, who will be a Board member.

The purpose of this committee is to collect recommendations for potential adjudicators from the Board of Directors, to make the initial contact with the professionals and to monitor arrangements (travel, etc.) with the administrative staff.

Procedure

Each board member is requested to provide names of professionals in which they have confidence.

Note: In order to provide a variety and diversity, individuals on this list should not be used in consecutive years.

The committee then contacts these individuals for recommendations of adjudicators for the following year.

The committee selects the adjudicator, contacts for interest and availability.

The committee sends follow up letter confirming arrangements and passes the name to the Executive Director who proceeds with all travel and accommodation arrangements.

Membership

The Adjudicator Committee is made up of two (2) members, one of whom is a board member.

Experience and Abilities

Understanding of festivals and the role and needs of the professionals who will be adjudicators.

The ability to communicate well. Computer skill is an asset.

Time Commitment

Most of the work should take place between June and September.

Approved: August, 2002

SECTION 2

XI. EXECUTIVE COMMITTEE TERMS OF REFERENCE

Name of Committee: Executive Committee

Reporting to: Board of Directors, PABCFS

Composed of:

President

Vice President

Secretary

Treasurer

Purpose

In cases of emergency, when a full board is not available, the Executive Committee will make decisions on behalf of the full board.

Approved: September, 2002

SECTION 2

PROGRAMS AND ON-GOING ACTIVITIES OF THE ASSOCIATION

I ANNUAL PROVINCIAL FESTIVAL

1. A stated purpose of the PABCFS is "To organize and operate an annual Provincial Performing Arts Festival in the Province of British Columbia" (Refer to Constitution Article II a).
2. The Executive Director is responsible for the planning and execution of the Provincial Festival.

II SYLLABUS

1. The Association shall publish a Provincial Syllabus to contain rules, regulations and policies with regard to the Provincial Festival.
2. The Syllabus shall undergo review on an annual basis.

III ADVOCACY

1. The Performing Arts B.C. Festivals Society has an obligation, as stated in the Constitution, to "advance, promote and assist in the development of performing arts festivals in communities in the province of B.C." (refer to Constitution Article II b).
2. In addition to this ADVOCACY section, please refer to the "Advocacy Committee Terms of Reference" for further information.

IV DIRECTORY OF ADJUDICATORS

1. The Executive Director shall maintain the Directory of Adjudicators, updating it annually, and distributing it to member festivals in the fall of the year.
2. The information within shall list those adjudicators submitted for inclusion by the member festivals. It is the practice to include the adjudicators of the previous five years.
3. It is the responsibility of each member festival to submit their adjudicator list when requested to do so by the Provincial Office.

V MEMBERSHIP DIRECTORY

1. The Executive Director shall maintain the Membership Directory, updating it annually and distributing it to member festivals and other approved parties.
2. The information within shall list the name and locality of each member festival and pertinent information concerning that festival, including, but not limited to, the name of two current officers of which one shall be the Provincial Contact, addresses and phone numbers of the officers, and date of their upcoming spring festival and other pertinent information.
3. It is the responsibility of each member festival to submit the information requested by the Executive Director for the purposes of Membership Directory when requested to do so by the Provincial Office.
4. Each festival committee is also responsible for providing updates of relevant information in a timely fashion.

VI VOLUNTEER RECOGNITION

A. POLICY

1. It is the policy of the Association to recognize individuals who have demonstrated an extraordinary degree of dedication to the Association. The Membership Committee shall be responsible for selection and type of recognition.
2. Other responsibilities of the Membership Committee regarding recognition include the selection of deserving recipients, assisting and preparing other recognitions (such as retiring Presidents, etc.) as necessary.

B. DISTINGUISHED SERVICE AWARD AND PLAQUE

1. This award is presented to an individual who has demonstrated extraordinary dedication to the festival movement.
2. Member festivals and members of the Board of Directors may submit nominations for this Award.
3. Nominations shall be sent to the Executive Director who shall prepare them for presentation to the Membership Committee of the Board of Directors. The recipient shall be ratified by the Board of Directors.
4. The Award shall be presented at the Association's Annual General Meeting.
5. The Executive Director shall be responsible for the distribution of Distinguished Service nomination forms to member festivals, preparing the nominations received for presentation to the membership Committee of the Board, arranging for the engraving on the Plaque, and for the display of the Plaque in the Provincial Office.

Approved: May, 2000

Revised: October, 2002

SECTION 3

MANAGEMENT / PROVINCIAL

I THE PROVINCIAL OFFICE

1. The Association has identified the need for a “home base” which will provide a permanent workplace for the Executive Director and staff to carry out the ongoing activities of the Association, a permanent address for the Association, and to house the records of the Association.
2. The PABCFS has two categories of staff:
 - a. Executive Director: the senior manager in a permanent position
 - b. Assistants: Temporary, part/full time staff who assist in special projects and ongoing activities of the Association: these may include summer students, temporary employees, employees on government grants and contracts, job creation personnel and so on.
3. Volunteers may also assist with on-going duties and special projects at the discretion of the Executive Director at the Provincial Office, at the Provincial Festival, and any other activity location.
4. Financial Records of the Association will be kept as legally required at the Provincial Office.
5. The Executive Director at the Provincial Office will maintain the official membership records of the Association and any other pertinent and/or required records and documentation of the Association.
6. At this time, the Provincial Office is located in Comox. See **Addendum 3**.

II. PERSONNEL GOALS AND POLICIES OVERVIEW

1. The goal of the PABCFS and the Personnel Committee in particular is to promote harmonious relations within and without the Association. As well, it is to ensure that enlightened human resources management is employed both for and by all staff and Board members.
2. Successful achievement of the goals, activities and programs of the PABCFS requires the dedication and commitment of highly motivated, self-directed employees, and in particular, of the Executive Director.
3. To this end, the provision of a safe, dynamic, creative, harmonious and diverse work environment for the employees is desirable. An atmosphere of mutual trust and regard between the Board and staff, and amongst all staff members, is to be highly encouraged, developed, and appreciated.
4. Whenever possible, regular meetings with the Chair of the Personnel Committee and the Executive Director shall be held to assist in the development and maintenance of a harmonious and productive workplace.

5. The Personnel Committee shall be responsible for undertaking an annual formal evaluation of the performance of the Executive Director should he/she be hired on a salaried basis. If hired on a contractual basis, prior to the close of the contract, the Executive Director may request an evaluation.
6. The format of the evaluation shall be mutually agreed upon by the Executive Director and the Personnel Committee Chair.
7. Employment policies will conform to all appropriate federal and provincial labour laws and standards.
8. In addition to this PERSONNEL section, please refer to the "Personnel Committee Terms of Reference".

III. EXECUTIVE DIRECTOR

1. The Executive Director is the Senior executive manager of the PABCFS, responsible for execution of the day-to-day affairs of the Association, and for carrying out its policies under the direction of the Board of Directors.
2. The coordination of the Provincial Festival.
3. The Executive Director is responsible for the hiring, supervision and so on of additional staff members in accordance with the budget and other operating procedures. Such employees shall be employed at the discretion of the Executive Director within the budget and policies of the PABCFS.
4. The Executive Director shall also supervise the activities of volunteers (refer to Provincial Office, point 3).
5. At this time, the position of Executive Director is contractual in nature.
6. Please refer to **Page 32** concerning the Terms of the Contract/Outline of Duties and Responsibilities of the Executive Director.

IV. FISCAL MANAGEMENT AND GOALS

1. In addition to this FINANCE section, please refer to the "Finance Committee Terms of Reference" for further information.
2. An identified priority of the Board of Directors of the PABCFS is the provision and management of adequate financial resources to sustain the operation of the Association.
3. The Office shall be maintained by the provision of rent and associated costs such as utilities, as well as purchasing and maintaining the necessary equipment.
4. It is the policy of the Association to maintain and administer an Endowment Fund.
5. The Treasurer, with assistance from the Executive Director, shall present a Proposed Budget to the Board of Directors near the beginning of the Association's year: the goal is that the budget shall be balanced.

Approved: May, 2000

Revised: October, 2002

Amended: October, 2007

SECTION 4

ADDENDA

1 - 4

SECTION 4

ADDENDUM 1

I. CURRENT BOARD OF DIRECTORS

President	Heilwig von Koenigsloew
Secretary/Treasurer	Sue Reedman
Director-at-Large	Carole Bonin
	Ashley Campbell
	Lori Elder
	Caroline Harder
	Sara Pasiciel
	Michael Sloan
	Harriet Tuey

II. CURRENT BOARD OF DIRECTORS STANDING AND AD HOC COMMITTEES MEMBERSHIP

None at this time

SECTION 4

ADDENDUM 2

III. CURRENT MEMBER FESTIVALS

100 Mile Festival of the Arts
BC Annual Dance Competition
Bella Coola Valley Festival of the Arts
Cariboo Festival Society
Chilliwack Lions Club Music and Dance Festival
CDMF Performing Arts Festival (Coquitlam)
Cowichan Music Festival
Creston Festival of the Arts
East Kootenay Festival of Performing Arts
Greater Victoria Performing Arts Festival
Howe Sound Music Festival
Kamloops Festival of the Performing Arts
Kelowna Kiwanis Music Festival
Kiwanis Fraser Valley International Music Festival
Kootenay Festival of the Arts
Lakes District Performing Arts Festival
Nechako Valley Festival of the Performing Arts
Nelson Music Festival Association
North Island Festival of the Performing Arts
Pacific West Performing Arts Festival of Burnaby
Peace River North Festival of the Arts
Peace River South Festival of the Arts
Penticton Kiwanis Music Festival
Powell River Festival of the Performing Arts
Prince George Dance Festival
Prince George and District Music Festival
Prince George Speech Arts & Drama Festival
Quesnel Festival of the Performing Arts
Shuswap Music Festival Society
Sunshine Coast Festival of the Performing Arts
Surrey Festival of Dance
Upper Island Musical Festival
Vancouver Kiwanis Music Festival
Victoria DanceWorks Association

SECTION 4

ADDENDUM 3

VI. PROVINCIAL OFFICE

1. The address is: Box 1484, Station A, Comox, BC, V9M 8A2
2. The phone number is: 250-493-7279
3. E-mail is: pafestival@gmail.com
4. The Association's Web Site is: www.performingartsbc.ca