

A Vision and Strategic Plan For the VanDusen Flower & Garden Show

Developed by
The
VanDusen Botanical Garden
Flower and Garden Show
Strategic Planning Committee

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Introduction

This is the report of the Flower and Garden Show Strategic Planning Committee on its vision for the future growth and development of the VanDusen Flower and Garden Show. The report is the result of a process that began in mid-July 2001 and concluded mid-September 2001.

To develop its Vision for the future of the Flower and Garden Show, the Strategic Planning Committee embarked on a planning process that involved obtaining input from approximately forty of the Show's stakeholders, and conducting several vision development and planning sessions of the Strategic Planning Committee guided by a professional facilitator.

The report contains the Strategic Planning Committee's proposals and recommendations for building on the current strengths and achievements and improving the overall quality of the show's displays, attraction for the public, importance to the horticultural community, leadership, management and operations. The Committee used a five-year time horizon for the accomplishment of its vision. The **Major Outcomes** included in this report are set in the five-year timeframe.

Each section of the report starts with a brief summary of the issues or concerns identified by stakeholders and Strategic Planning Committee members, followed by the Strategic Planning Committee's long-term vision stated as major outcomes. For most of the major outcomes there are one or more outcomes to be accomplished between now and the 2002 Flower and Garden Show. In some instances there are no outcomes or results to be accomplished in the coming year, as the Strategic Planning Committee determined that there were more pressing priorities to be achieved in 2002.

Vision: Set in a spectacular botanic garden, A Flower and Garden Show of outstanding excellence, excitement, innovation and inspiration that is the pinnacle of outdoor garden shows in North America.

Fulfillment of the vision requires the successful achievement of outcomes in several key areas. The areas and the outcomes are set forth below.

Leadership and Management

Leadership:

The success of the VanDusen Flower and Garden Show over the period of its existence is directly attributable to the hard work, vision and dedication of a succession of Show Chairs and Show Council Members. Annual final reports by the Show Chair and Executive have, in the past couple of years, given a "heads up" to the need to deal with the increasingly complex and heavy workload being assumed by these willing volunteers. The current planning process points to the likelihood that the Show will grow substantially in the next five years. The expanded vision for the Show, the resignations of the Show Chair and some Council members has emphasized the need for greater involvement and support by the VBGA, the VPB and Show stakeholders.

The committee recommends the establishment of an Advisory Board, reporting to the Garden Partners, consisting of a membership of representatives from major Show stakeholders: The VBGA, VPB, Show Council, Exhibitors, BCLNA, Flowers Canada. If additional members are required or desired they will be selected from a variety of organizations (for example UBC, B.C. Council of Garden Clubs, BCSLA, Tourism Vancouver and Tourism B.C) on the basis of their ability to contribute to furthering the Flower and Garden Show' s Vision and outcomes.

The role of the Advisory Board should be to advise and assist in setting direction, policy, and the results to be achieved by the Show.

Management:

The Show has, and will, become more complex as the expanded Vision predicted in this review develops. Far more than it was a few years ago. Workshop participants were unanimous in their belief that the scope of the work required to successfully produce the Show is beyond what should be reasonably expected of a volunteer. In addition, the scope of the Show as it is now and in the future will require year-round attention.

The planning committee proposes that the production of the Show be delegated to a professional firm or individual on a contract basis. The Producer will take direction from and report to the Garden Partners and will work with the Show Council, Advisory Board and Garden staff during the planning, implementation, and staging of the Flower and Garden Show.

Volunteer Show Council:

As in previous successful Flower and Garden Shows, success of the 2002 and succeeding Flower and Garden Shows will depend on the dedication, energy, knowledge and experience of Show Council leaders.

The planning committee realizes that the organization and implementation of the components of the Show will be successfully accomplished only with the assistance of volunteers. Such functions as Traffic, Transportation, Parking, Volunteers, Awards, Operations, Exhibitors, Crafts, Horticulture Clubs, as well as the other Council tasks undertaken in past years must continue to be the responsibility of committed individuals working with the Show Producer and Garden staff.

The Volunteer Show Council will take its direction from and report to the Show Producer.

The Strategic Planning Committee proposes that Council Chairs be supported by vice-chairs and, where appropriate, a working committee. It is also recommended that the Council elect a Council Chair who will sit on the Advisory Board, coordinate and consult with the Show Producer and Show Council and hold regular meetings during the months leading up to the Show.

Operating the Show as a Business

The general view among stakeholders and members of the Strategic Planning Committee is that the Show is of sufficient size and complexity that it must function and conduct itself as a business. This is not a commentary on the past management and operation of the Show. It is a recognition that the Show has now reached a stage in its evolution where it has become a complex business and to meet the expectations of its major stakeholders it must adopt the practices and tools of a business.

There is a consensus among participating stakeholders and the planning committee members that the show should be operated as a business.

Major Outcomes:

- 1. The Show will ultimately provide an annual return to the Garden of \$250,000 - \$300,000**
- 2. A portion (25%) of the shows surplus revenue is placed in a reserve fund on an annual basis**
- 3. 5% of surplus revenue is to be given for Garden's infrastructure to support the show**
- 4. The show's business plan effectively demonstrates how it will achieve its annual and five year goals**
- 5. Stakeholders and the planning committee recommend that a greater portion of the profits for the short-term (the next 2-3 years) be re-invested in the show to enable it to achieve the outcomes necessary for a return to a solid footing.**

Outcomes for 2002:

- a) Beginning in 2002, it is proposed that the Flower and Garden Show be run as an ongoing business with consolidated plans and finances.

Business Principles

1. The Flower and Garden Show will be consolidated into one business unit.
2. The Flower and Garden Show Advisory Board will prepare, for October, 2001 approval of the partners, a 5 year operating plan, budget and objectives for the Flower and Garden Show.
3. The Show Producer will develop by the preceding October, an annual operating plan and budget which meets the targets of the five year Business plan and objectives.
4. The Show Producer will submit an update to the operating plan and budget on a monthly basis showing changes in projected or actual results and seeking approval for changes.
5. The producer will seek partner prior approval of significant variances in advance of making ' over budget' expenditures.
6. With the exception of multi-year agreements, contracts over \$5,000 for services for the Show will be tendered to competitive suppliers every two years.
7. The fundamental principle for inclusion of costs and revenues shall be that of both causal and marginal (incremental) costing and the use of generally accepted accounting practices. Expenditures/revenues not related to the core business of the Show and/or not resulting in an increase in either of the partner' s operating budgets will be excluded. The partners will decide whether questionable revenues/expenses are both causal and marginal to the Show, and thus included in the budget and results.
8. All of the Show' s financial records and key statistics will be centralized to one business and accounting record and be made available in a timely manner to both partners for scrutiny, analysis and future decision making. Key financial and statistical data will be officially recorded and saved and be available to both partners.
9. In-Kind sponsorships will be recorded as both a revenue and expense (neutral) as an adjunct to the main financial report and valued at the lesser of market value or replacement cost.
10. Following complete financial reporting from the Show each year, the partners with cooperation of the Show Producer will in October, revisit and adjust the 5-year plan.

Business Plan

The business plan is driven by two key financial parameters:

- 20% plus growth in paid attendance by 2006
- net revenues by 2006 in the range of \$250,000 - \$300,000

Outcomes for 2002:

- a) Obtaining professional management
- b) Improving horticultural exhibits and display to increase customer satisfaction.
- c) Increasing attendance and attendance revenues.
- d) The Show expense budget for 2002 will be increased by approximately \$70,000.
- e) Given average or better weather, paid attendance to the Show will reach or exceed 10% of the 2001 paid attendance
- f) The 2002 show will return a net revenue of \$29,254.00 to each partner

VanDusen Flower and Garden Show Strategic Planning Committee Strategic Plan

Flower and Garden Show Projections 1999 - 2006

	1999	2000	2001	2002	2003	2004	2005	2006
Total Income	181,899	165,749	146,923	173,500	204,500	223,500	238,000	254,000
Gate Revenue	166,000	178,565	194,243	213,672	239,312	295,509	348,701	418,441
Net after 5% Garden Infra.	157,700	169,637	184,531					
Total Revenue				387,172	443,812	519,009	586,701	672,441
Total Expenses	164,444	202,579	243,300	313,850	333,350	353,850	378,500	384,750
Net Operating Profit (Loss)	17,455	(36,830)	(96,377)	73,322	110,462	165,159	208,201	287,691
Net after 5% Garden Infra.				69,655	104,939	156,901	197,791	273,307
Shared Net Profit to VPB	65,850	53,085	44,077	34,827	52,469	78,450	98,895	136,653
Shared Net Profit to VBGA	78,850	66,403	44,077	34,827	52,469	78,450	98,895	136,653

Changes to the Show's Appearance and Operations

The remainder of the report presents the Strategic Planning Committee's view of what needs to change in the appearance and operation of the Show over the next five years to achieve the vision stated at the beginning of this plan. The proposed changes are stated as **Major Outcomes** and as **Outcomes for 2002**.

The report deliberately does not address the specific actions required to bring about the changes as these must be developed and implemented by the partners, producer, staff and volunteers responsible for the operation of the Show.

The Ideal Flower and Garden Show

Show Dates and Times:

Stakeholders and Strategic Planning Committee members shared a common concern that the current dates and times for the Show were having a negative effect on the participation of exhibitors. The timing requires exhibitors to put extensive energy and resources into preparing for and participating in the show at one of the busiest times of their retail year. There was consensus for the need to change the dates and times of the show.

Major Outcome: Times and dates for the Show that are more suitable to exhibitor participation and that provide greater visiting opportunities for the public. The long range outcome is for a show that is held in -

3rd weekend in June for four days

Hours: Thursday & Friday from 10:00 am - 8:00 pm

Saturday and Sunday 10:00 am - 6:00 pm

Preview Party: Wednesday evening

Outcome for 2002: Because of competing events the show is to be held on the following dates and times:

June 5-9, 2002

June 5 - Review Party

Thursday June 6: 12 - 8 pm

Friday June 7: 10:00 am - 6 pm

Sat. & Sunday June 8-9: 10:00 am - 6 pm

Responsibility for achieving this outcome is assigned to the Show Producer

The Physical Setting

In the stakeholder session and in subsequent sessions of the Strategic Planning Committee, concerns were raised about several aspects of the physical setting of the Show. These ranged from the look of the entrance to the location of washrooms. Several outcomes were developed to address the concerns and to raise the standard of the physical setting of the Show.

Major Outcomes:

1. The Show site will be professionally designed.

Outcomes for 2002:

- a) A process for site design, acceptable to the major partners, is completed in 2002.
- b) A site review is conducted in 2002
- c) Specific site design issues to be addressed for 2002 are toilets, the entrance and the exit. There should be an alternate exit other than just the entrance.

2. The Show will have a minimum of 10 major display gardens and 10 minor display gardens.

Outcomes for 2002:

- a) The Show will feature a minimum of 8 major and 6 minor display gardens for 2002.
- b) The display gardens will include urban garden displays and modest budget displays.

3. Floral designers, specialist growers, nurseries, etc., present displays reflecting their specialization and also have commercial displays as part of the show

Outcomes for 2002:

- a) There is a BC Growers row for 2002

4. The Show is dominated by horticultural displays versus ancillary displays/services.

Outcomes for 2002:

- a) The Great Lawn will be dominated by horticultural displays and booths
- b) "New Plant" pavilion and "Great Picks" are to be located within the same pavilion
- c) There is an increase in the number of booths that have plant and horticultural products for display and sale

5. The Show uses as much of the garden as is feasible

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

6. Every exhibit must meet pre-set design standards.

Outcome for 2002:

- a) Criteria and standards to be established for all categories and displays.

Responsibility for achieving this outcome is assigned to the Show Council.

Special Features

1. The Entrance

Stakeholders and members of the Strategic Planning Committee strongly agreed that the entrance falls short of what is needed to create a significant impact on visitors to the show. There seemed to be consensus that the entrance needed to have higher visibility and visual impact on those visiting the site and those passing the site. Concerns were not limited to visual impact and included issues such as access to information at the entrance, and the need to be able to exit the Show through other than the entrance.

Major Outcomes:

- 1. The show begins at the entrance. It will be engaging, spectacular and have a significant "WOW " factor**
- 2. It must easily accommodate large numbers of visitors entering at the same time.**
- 3. There will not be waiting lines or at worst there will be very short line-ups**
- 4. Visitors will have easy access to information at the entrance**
- 5. There will be alternate options for exiting other than just the entrance**

Outcomes for 2002:

- a) The criteria and expectations that must be met regarding a suitable entrance for the Show are identified
- b) The Show's partners have determined what is achievable and set a time frame for doing so.

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

3. Services for Visitors: Food

Primary concerns regarding food focused on there being sufficient places for visitors to sit and eat and avoiding conflicts with exhibitors who feel that the food locations are offensive.

Major Outcomes:

- 1. Food will be available at various locations scattered throughout the site and there will be several places for visitors to sit and eat**
- 2. There will be a diversity of food offerings (including healthy choices, ethnic and brand name).**
- 3. The food will be of very high quality**
- 4. Food locations will not be offensive to exhibitors**

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

4. Parking and Transportation

A variety of concerns and issues were raised in the stakeholder session. They focused on the need for sufficient parking close to the site; ease of accessing the site from throughout the lower mainland; and, quality of signage regarding parking.

Major Outcomes:

- 1. Getting to and from the show will be easy from many locations through out the city.**
- 2. There should be sufficient local parking**
- 3. An expanded shuttle service will exist that runs at frequent intervals throughout the hours of the show**

Outcomes for 2002:

- a) There will be improved quality of signage showing where to park
- b) There will be at least one good parking location near the gardens able to accommodate a large quantity of cars
- c) Transportation will be available that makes it easy to get to the gardens from several parts of the city

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

4. Awards and Recognition

The issues regarding awards are primarily centered on having awards that are valued by the exhibitors and that carry recognition by others.

Major Outcomes:

- 1. Displays are judged by internationally recognized jurors**
- 2. Awards are meaningful and sought after by exhibitors**
- 3. Awards are sponsored and include cash prizes**
- 4. The awards are characterized by consistency and importance**
- 5. Tastefully framed awards that are appreciated by the receiver**
- 6. The awards are presented at the Preview Party**
- 7. If displays do not meet the standards in any category awards are not given**
- 8. Award winners are recognized in the media, trade publications, Association newsletters, etc.**
- 9. All awards are sponsored**

Outcomes for 2002:

- a) There will be an international judge for 2002, but that person will also be one of the Show's speakers. This person's role as a judge will be well marketed
- a) The panel will consist of neutral jurors
- b) The criteria and standards for judging will be established and sent to exhibitors in advance of the Show (as part of the exhibitor package)
- c) Judging will be limited to the large and small display gardens and special categories (i.e. containers, hanging baskets)
- d) There will be no awards for displays in the Marketplace
- e) The quality of displays in the Marketplace must meet standards set by the Show Council
- f) Higher quality frames should be provided for the certificates
- g) Ribbons for the winners will be given out at the Preview Party
- h) No awards will be given for displays that do not meet standards for the Show
- i) Winners should be given recognition in at least 2 local newspapers, the BCLNA Newsletter, trade journals, United Flower Growers Newsletter and the American Horticultural Society Newsletter

Responsibility for achieving the outcomes noted above is assigned to the Show Council.

1. Speakers and Entertainment:

The primary concerns identified regarding speakers and entertainment is the need for them to be of sufficient status and credibility that they contribute to the initiative to improving the quality of the show and that they are able to draw an audience to the show.

Major Outcomes:

- 1. Speakers should be of the caliber that attract visitors to the show**
- 2. New high profile speakers are participants in the show**
- 3. Retain the best of the previous speakers**
- 4. The Speaker's Program is sponsored**

Outcomes for 2002:

- a) Specific outcomes for 2002 are to be developed by the Show' s Producer.

Responsibility for achieving the outcomes noted above is assigned to the Show Council.

2. Gourmet Gallery & Entertainment

Major Outcomes:

- 1. Participants need to add to or enhance the primary purpose of the show**

Outcomes for 2002:

- a) Gourmet Gallery presentations must add to and be consistent with the focus of the Show

Responsibility for achieving the outcomes noted above is assigned to the Show Council.

3. The Preview Party

Major Outcomes:

- 1. The party takes place in a different venue in the garden**
- 2. The party is a fund raiser for the garden**
- 3. The awards are presented as part of the Party**
- 4. Main assembly canopy will be heated**
- 5. 1000 people are in attendance**
- 6. A policy will exist regarding complimentary tickets**
- 7. The party is underwritten by sponsors**
- 8. Food is high quality**
- 9. There will be a Chair of the Party**
- 10. Well known dignitaries will be among the guests at the party**

Outcomes for 2002:

- a) The party take place in a different venue in the garden
- b) The attendance target for 2002 is 750-800 guests
- c) Funds raised at the party are 25% greater than in 2001
- d) A policy will exist regarding complimentary tickets
- e) The awards are presented as part of the party (ribbons will be given out to award winners at the party)
- f) For 2002 one-half of the costs of the party are underwritten by in-kind contributions
- g) For 2002 at least one well known dignitary will be a guest at the party

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

Sponsorships

Stakeholders and members of the Strategic Planning Committee strongly believe that the show needs greater levels of sponsorship and more effort put into obtaining sponsorships. There is widespread belief among those who participated in the planning process that there is insufficient sponsorship support from the business community and that this is one area that could be strengthened. It was also underlined in the discussion of sponsorship that efforts of the Flower and Garden show must complement and be coordinated with the overall sponsorship efforts of the Garden.

Major Outcomes:

- 1. Major displays are fully financially sponsored**
- 2. The overall show has major sponsorships that underwrite a major portion of the cost of the show**
- 3. We receive 'in-kind' sponsorships that cover the cost of equipment and services and advertising**
- 4. All awards are sponsored**
- 5. Sponsorship of the show complements the year round fundraising for the Garden**

Outcomes for 2002:

- a) Major Displays: A sponsorship strategy for 2003 and beyond, developed by the Show Producer, is completed and ready for implementation beginning in 2003 (as part of the development of this strategy they should consult with other shows that have strategies)
- b) Overall show: (1) a strategic plan is developed that addresses major sponsorships to underwrite a major portion of the cost of the show. The plan identifies potential sponsors for future years.
- c) (2) There is an increase of cash sponsorships for 2002 to a minimum of \$25,000.
- d) (3) The Flower and Garden Show sponsorship strategy is to be integrated with the overall sponsorship strategy for the Gardens
- e) Possible sponsorship linkages have been identified

Responsibility for achieving the outcomes noted above is assigned to the Show Producer and the Garden' s Development Director.

Marketing and Promoting the Show

The general consensus among stakeholders and members of the Strategic Planning Committee is that a greater marketing and promotion initiative is required if the Show is to achieve desired level of attendance, international stature and improved local support and sponsorship. There is recognition that the current marketing initiative is restricted by the resources available to it and that a change in resource allocation will be required to harness and benefit from the potential power of marketing and promotion.

Major Outcomes:

- 1. There is a higher awareness of the show among the population of the region leading up to and during the show**
- 2. There is greater visibility for the show beyond the show site**
- 3. There is celebration of the show by businesses in the city as demonstrated by the garden and floral displays in their businesses**
- 4. The show has a new name that signifies it as a festival and makes it an integral part of the summer festivals taking place throughout the lower mainland**
- 5. Significant funds are allocated in the show budget to enable achievement of the marketing and promotion outcomes**
- 6. Marketing of the show complements the year round marketing of the Gardens**
- 7. Marketing includes expansion to international markets**
- 8. 85% of all visitors to the show are from the region (upper and lower mainland) and 15% are from beyond the region**
- 9. Visitor demographics reflects the demographics for the region**

Outcomes for 2002:

- a) A marketing strategy is developed for the show.
- b) For 2002 the increase in paid attendance will be 10% greater than for 2001
- c) The Flower and Garden Show marketing program is officially tied to the Garden Inspired Tourism Initiative
- d) The marketing budget for 2002 is increased by approximately 25% over 2001 to facilitate achievement of the outcomes in the strategic plan.
- e) Within vicinity of the Gardens prior to and during the Flower and Garden Show, it is evident to the public that the Show is taking place on the Show dates
- f) There are a minimum of four businesses or business buildings in Vancouver' s downtown core that demonstrate their support of the Show by having a prominent Garden and Floral display in their place of business
- g) The Show has a new name - **VanDusen Garden Festival** - that makes it an integral part of the summer festivals taking place throughout the lower mainland.
- j) Marketing of the show complements the year round marketing of the Gardens.

Integral to the marketing of the Show is the need to identify the potential audience or target population that the Show is seeking to attract. Stakeholders and members of the Strategic

Planning Committee identified the following as the desired audience for the Show:

Local residents - lower mainland

Gardeners

Shoppers

Families with kids

Urban gardeners

Seniors

Professionals

Tourists (local and those for whom the show becomes a destination event)

25 - 55 age cohort

They also identified the following as additional outcomes regarding the target audience:

Target for growth 20% per year by 2006

The show is a destination event for tourists

Visitor demographics reflects the demographics of the region

Outcomes for 2002:

- a) A formal plan for increasing the participation of people from multicultural communities as well as families and youth will be developed and ready for implementation by the completion of the 2002 Show

Responsibility for achieving the outcomes noted above is assigned to the Garden' s Director of Marketing and the Show Producer.

Exhibitor Relations and Participation

One of the greatest areas of concern for stakeholders and members of the Strategic Planning Committee is Exhibitor relations. In the planning process, considerable energy was given to identifying the issues and ways to make exhibitors feel valued and proud to participate in the show.

Major Outcomes:

- 1. Exhibitors are represented on the Advisory Board**
- 2. Exhibitors are respected and given consideration regarding their interests and concerns**
- 3. Exhibitors are offered a ' package registration'**
- 4. Operational plans exist to facilitate set up and tear down of exhibits**
- 5. Exhibitors are kept well informed on a timely basis about aspects of the show in which they have an interest or that affects them**
- 6. Show exhibitors include those from beyond the lower mainland, high profile horticulturalists, and others who would add to the stature and diversity of the show**
- 7. The show provides material support for exhibitors (e.g. bark mulch, etc)**
- 8. Exhibitors feel that it is easy for them to participate**
- 9. People from all sectors of the industry see participating as an exhibitor as a must for them**
- 10. The show has one of the five most renowned horticulturalists as exhibitors and/or major participants**
- 11. Former exhibitors will return as exhibitors to the show**
- 12. Exhibitors will have the opportunity for direct feedback following the show**
- 13. Special signs exist for the display gardens**
- 14. Exhibitors feel satisfied with and are proud of their participation in the show**
- 15. Exhibitors are satisfied with the benefits they accrue from their participation in the show**
- 16. Major display garden exhibitors are offered a free stall in the marketplace as part of their participation in the show**
- 17. Exhibitors have the opportunity to participate in the operational aspects of the show**

Outcomes for 2002:

- a) Exhibitors are represented on the Advisory Board
- b) There is a process, communicated to exhibitors, for identifying and addressing exhibitor concerns and issues
- c) Exhibitors are treated by staff and volunteers as important participants in the show
- d) A complete registration package is developed and made available to exhibitors in a timely manner (package contains space locations, rates, and a discount for taking the whole package)
- e) Experienced volunteers work with the Show Producer in the set-up and take-down of

the show

- f) Exhibitors are kept informed regarding show developments and are reminded of what they are required to do
- g) There is an overall communication strategy for the show for Exhibitors, suppliers, sponsors
- h) There is no mark-up to display garden exhibitors on material that the show pays for
- i) A list of former participants has been developed and they are approached to be involved again
- j) The Show Producer hosts a Sunday AM breakfast to get feedback from exhibitors. One month after the show additional feedback is solicited from exhibitors. A mechanism exists that makes it easy for exhibitors to provide feedback to show organizers.
- k) An enhanced signage program is developed that consists of a maximum of two signs identifying the garden company or individual and a third sign that allows the creating company to tell its story within specified signage size and format.
- l) Exhibitors are very satisfied with the services they receive and how they are treated
- m) Companies and individuals creating feature gardens receive recognition equal to that given to speakers and presenters in the show' s program
- n) A reduction of one-third off of the display cost for 2002 is given to large and small display garden exhibitors
- o) A strategy is developed for enhanced participation of the landscape, nursery and floriculture industries

Responsibility for achieving the outcomes noted above is assigned to the Show Producer.

Volunteers

As noted in the beginning of this report the contribution made by volunteers to the success of the Flower and Garden show is immeasurable. They are essential to the current and future success and well being of the Show and it is important that they receive the support and recognition for the critical role they play in bringing the show to life.

Major Outcomes:

- 1. Volunteers receive support from the Show Producer**
- 2. Volunteers have job descriptions**
- 3. There are team leaders for each shift and each department**
- 4. There is a food and relaxation lounge for volunteers**
- 5. A succession plan is in place**
- 6. A special event is held to recognize the work of the volunteers**
- 7. Work loads of volunteers are within their means and capability**
- 8. Volunteers are adequately trained to do their jobs**

Outcomes for 2002:

- a) The Show Producer welcomes and recognizes the involvement of volunteers as central to the success of the Show and provides training to the volunteers to enable them to maximize their contributions to the Show.
- b) Job descriptions exist for Council chairs. The Coordinator of Volunteer Services will work with the Show Volunteer Council Chair and Council committee chairs to provide job descriptions for all volunteers
- c) There are team leaders for each shift and each department. The Council Chair for each function will set up teams and choose leaders.
- d) There is a food and relaxation lounge for volunteers. The Show Producer will negotiate with food/pub/food providers to provide complimentary snacks, teas, coffee, juice, etc. in a pavilion separate from the public eating space. Pavilion will have chairs, fridge, power, etc.
- e) A succession plan is in place. The Show Producer will ensure that Council Chairs, with the assistance from the Show Volunteer Coordinator and the Coordinator of Volunteer Services have recruited vice-chairs. Vice-chairs will assist the Chair and be prepared to succeed the current Chair when necessary
- f) Workloads of volunteers are within their means and capability. The Show' s Volunteer Coordinator will work with Council Chairs and vice-chairs to develop job descriptions for each position so that volunteers with required capabilities can be recruited.
- g) Volunteers are adequately trained to do their jobs. Leaders of the various teams will hold orientation sessions prior to the show for volunteers and/or place inexperienced people with experienced volunteers.
- h) The Chair of the Volunteer Show Council sits on the Advisory Board

Responsibility for achieving the outcomes noted above is assigned to the Show Producer, Show Council Chair and Coordinator of Volunteer Services.