



FESTIVALS & EVENTS DELIVERY ACTION PLAN



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1

CONTEXT &
ALIGNMENT



CONTEXT & ALIGNMENT

In the fall of 2016, the City of Edmonton and Edmonton Tourism launched an initiative to develop a comprehensive event hosting strategy covering major sports events, festivals, meetings and conventions, and trade shows and exhibitions.

In late 2016, Council approved the creation of a Citizens' Panel to guide the development of a strategic framework for hosting international, national and provincial sports events. The Panel included nine business, community and sport leaders.

The Panel's report, "**The Changing Field of Play – Citizens' Panel on Major Events**" was approved in June 2017 and served as a guide for framing the City of Edmonton's Event Policy and Strategy, as well as the Edmonton Events Sport & Cultural Attraction Plan.



The diagram above illustrates the model that will guide us moving forward.

The Event Policy has been developed to articulate the importance of events in advancing Edmonton as a vibrant, creative and desirable city where people want to live, visit and operate a business. It further establishes a framework and governance structure to make Edmonton the first choice for event organizers.

The Event Growth and Attraction Strategy has also been created to support the policy. It highlights how events are an investment that support Council's 2050 Vision and new Strategic Goals by increasing the livability and prosperity of our community while connecting and inspiring citizens of all walks of life. It also outlines the objectives, hosting principles, the Edmonton Advantage, the four pillars, governance and begins to explore funding mechanisms.

In recognition that events and festivals come in many different forms and scope, there are four Pillar Action Plans that support the overarching Policy and Strategy:

- 1 Edmonton Events Sport & Cultural Attraction Plan** – *Focus on Event Attraction*
- 2 Festivals and Events Delivery Action Plan** – *Focus on Event Delivery*
- 3 Meetings and Conventions Action Plan** – *Focus on Attraction and Delivery of Meetings and Conventions*
- 4 Tradeshows and Exhibitions Action Plan** – *Focus on Attraction and Delivery of Tradeshows and Exhibitions*

Creating the content for these four pillars with the support and input from the Edmonton Arts Council and Edmonton Tourism ensures alignment with the Edmonton Art Council's new 10-year Arts and Heritage Plan, the City of Edmonton's Event Policy and Strategy and the Citizen's Panel recommendations on hosting sport events. All four Pillars will eventually have strategic action plans that align and support each other.



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EXECUTIVE
SUMMARY



EXECUTIVE SUMMARY

Edmonton's eagerly anticipated local festivals and events along with the major and signature events attracted to Edmonton annually, enrich citizens' quality of life and are an expression of our city's soul.

Festivals and events draw people to Edmonton, connect citizens to their neighbours and unite us as a community and region. Festivals and events add to our regional economy, showcase local and international talent, and provide citizens and visitors with diverse and exciting arts, culture, historic, sport and recreational experiences.

In the fall of 2016, local festival and community event organizers indicated concerns with the increasing cost of civic services and its impact on the financial sustainability of their organizations. Festival organizers also identified several issues they wanted to work with the City to address. These included the amount of overall funding for festivals, festival date and location security and funding equity with major and signature sporting and cultural events.

This Festivals and Events Delivery Action Plan addresses these concerns and provides strategic direction for funding festivals. It also defines and guides the administration of civic services for festivals and events. This Action Plan, developed in consultation with festival and event producers, the Edmonton Arts Council and Edmonton Tourism, identifies seven priorities with 15 associated actions.

Plan highlights include:

- Recommendation that the Edmonton Arts Council remain the primary funding organization for local arts, culture and heritage festivals and events
- Event classification and criteria
- City in-kind support for festivals and events
- Process to determine site and date priority
- Process to apply fees and subsidies for use of parkland
- Increased emergency preparedness coordination
- Governance of operational processes and procedures including confirming the role of the Civic Events Management Team and the Civic Events Implementation Team

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STAKEHOLDER ENGAGEMENT



STAKEHOLDER ENGAGEMENT

This Delivery Action Plan was created collaboratively with feedback from a number of stakeholders from within the City and from the community.

Using a partnership approach and ensuring that Civic Events and Festivals were drawing on expertise from across the corporation, a Steering Committee and a Working Team were formed with representation from the City of Edmonton, the Edmonton Arts Council and Edmonton Tourism. The Civic Events Implementation Team and the Civic Events Management Team were also engaged in the development and review of this Action Plan.

The community provided a great deal of insightful feedback. Meetings were held with local festival and event producers representing festivals and events from various sectors in arts, culture, sport and recreation in varying sizes, scope and scale including smaller charity runs and walks to larger multi-day festivals and events. An Expert Group made up of representatives from 20 local festival and event producers provided insightful feedback. A public survey was also used to capture feedback from festival and event organizations, community leagues, business improvement areas and the general public. The feedback guided the development of this Action Plan.

For a complete list of the community organizations and City of Edmonton sections and branches that were consulted, please refer to *Appendix A*.

What We Heard

The consultation process for the Festivals and Events Delivery Action Plan elicited a great deal of feedback.

The common trends have been consolidated into the following:

- Steering Committee and Working Team: we heard that representatives were interested in further integrating City services and its agencies to create streamlined and transparent support for festivals and events
- Festival and Event Delivery Expert Groups:
 - Agreement on the goals and objectives outlined in this Action Plan
 - Universal agreement in the continuation of local festivals and events funding through the Edmonton Arts Council's peer-reviewed process
 - Support to continue the interim civic services subsidy for festivals based on festival and event classification and criteria
 - Support for the proposed "date" prioritization process, explained later in the Action Plan
- Survey respondents:
 - 94% of the survey respondents were supportive of festivals and events in Edmonton, agreeing that they strengthen the social fabric of our city
 - 65% of the survey respondents support ongoing municipal support (funding and Value-in-Kind) for festivals and events

For analysis of the survey reach and results, please refer to Appendix B.

4

**VISION, MISSION,
GOALS, OBJECTIVES
& PRINCIPLES**



VISION, MISSION, GOALS, OBJECTIVES & PRINCIPLES

The Working Team, Steering Committee and Expert Groups, all with expertise in event planning, production and delivery, created a vision, mission, goals, objectives and guiding principles to support the framework for this Festivals and Events Delivery Action Plan.

Vision

To support the delivery of festivals and events in Edmonton that enhance the liveability and vibrancy of the city by providing places and opportunities for all citizens and visitors to gather, connect, play, engage, and celebrate.

Mission

The City of Edmonton and its agencies support festivals and events through transparent decision making processes, provision of places to "Celebrate" and the provision of civic services.

Goals

- 1 Edmonton's festivals and events are sustainable and equitably supported
- 2 Edmontonians and visitors have diverse opportunities to participate in festivals and events
- 3 Edmontonians and visitors feel safe, welcome and included at festivals and events
- 4 Edmonton's festivals and events help diversify Edmonton's economy

Objectives

- 1 Recommend Festival and Event Funding and Support Model/Mechanisms
- 2 Adopt Event Classifications and Develop Classification Criteria to assist with determining the level of civic support to festivals and events including in-kind support
- 3 Strengthen Safety, Security and Crowd Management Planning, Implementation and Evaluation
- 4 Adopt Changes to Festival and Event In-Kind Support
- 5 Adopt a Festivals and Event Site and Date Prioritization Process
- 6 Define applicable Fees and Charges for use of Parkland
- 7 Review and Document Key Operational Practices and Procedures

Guiding Principles

Celebration

Festivals and events offer a chance to celebrate rich and diverse arts, culture, heritage and sporting experiences. By celebrating as a city, citizens and visitors can create new relationships through a shared appreciation of the diversity Edmonton has to offer.

Legacy

Driven by memorable experiences, many of Edmonton's festivals and events have historical significance for our city and citizens. These help shape the very fabric of what makes living in and visiting this city so unexpectedly extraordinary.

Connection

Festivals and events are the link that connects citizens and tourists alike. Whether it be through art, food, sport, winter activities, or music, a chance to connect over an experience often means enriching lives by creating new relationships and memories.

Tourism

Event season never ends in our city. Whether it be winter or summer, our year-round festivals and events never cease to delight and encourage visitors from around the world.

Diversity

Edmonton is a city full of beauty and diversity, and our festivals and events give visitors and citizens the chance to experience and celebrate, bringing the whole city together and uniting our community. Our festivals and events are a part of what makes Edmonton unique and authentic; enhancing pride in our city.

Economic Impact

Edmonton's festivals and events offer opportunities for employment, volunteerism, and investment.

Vibrancy

Our festivals and events animate public spaces and remind citizens and visitors that Edmonton is a place to enjoy year round. In the sun or snow, Edmonton's events offer something for everyone.

Reputation, Image and Civic Pride

Our diverse, vibrant and safe festivals and events showcase and elevate Edmonton's image to the province, nation and globe by attracting visitors, media and a worldwide audience. Festivals and events provide an opportunity for citizens to contribute, increasing their sense of pride in our city.

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BACKGROUND



BACKGROUND

Edmonton is proud to be known for world-class festivals and events.

From internationally recognized festivals and events to neighborhood block parties, the City of Edmonton offers something for everyone, allowing citizens to share in and celebrate rich and diverse arts, culture, heritage and sporting experiences. In a city connected through its passion for activity during every season, Edmonton's events unite and delight citizens and visitors.

This Festivals and Events Delivery Action Plan defines and guides how festivals and events will be supported and how the City of Edmonton will deliver civic services for events. This Action Plan includes festivals and events that require access to City land and civic services such as Police, Traffic, Transit, Fire, Permitting, Bylaw Enforcement and Communications. The Plan includes those events the City actively seeks to attract through a bidding process (Pillar 1) as well as those festivals and events that are locally imagined and produced.

Annually, the City of Edmonton supports over 1,000 open-air events produced on public land by individuals, for-profit and not-for-profit organizations. Some of these events are attracted through a bidding process and may be partially funded through Edmonton Events (a partnership between the City of Edmonton and Edmonton Tourism) and/or City Council while others are created by local festival and events producers and may be funded through the City-funded Edmonton Arts Council grant programs or other City of Edmonton funding initiatives.

Citizens and stakeholders in the city have an expectation that the City's assets and resources are allocated responsibly, transparently and reflect the best interests of Edmonton's citizens. There is also an expectation that citizens have the opportunity to engage in a wide variety of activities that contribute to our cultural, social and economic vibrancy and are safe and secure. This Action Plan creates an equitable, efficient, transparent and safety-minded approach for the delivery of the many festivals and events produced in Edmonton for our citizens' enjoyment every year.

As learned in a public survey, Edmontonians enjoy festivals and events as they are inclusive and showcase community strength through diversity while reflecting many interests and backgrounds. Edmonton's festivals and events make people proud to live, work and play in our city.

¹ For the purposes of this Festivals and Events Delivery Action Plan the terms "festivals and events" refers to a variety of activities: single or multi-sport games/championships, festivals, community-based cultural celebrations, parades, etc.

Why a Festivals and Events Delivery Action Plan now?

Edmonton is a desirable location to host open-air festivals and events whether they are local homegrown festivals or sporting and cultural events attracted to our city. This is due to our river valley's natural beauty; an abundance of parks and open spaces; the integrated coordination of civic services through the Civic Events Implementation Team and the Civic Events Management Team; Edmonton Events, the partnership between the City of Edmonton and Edmonton Tourism; and the nationally recognized festival and event funding model offered through the Edmonton Arts Council.

Recent trends have highlighted the need for a Festivals and Events Delivery Action Plan (Pillar 2 above) including:

- The growth of our festivals and events in attendance, number and variety, and the cumulative impact of events on city parks, open space, communities and citizens
- City Council's endorsement of **"The Changing Field of Play – Citizens' Panel on Major Events Sports"** and the need to ensure alignment and management of the delivery of events in Edmonton
 - This includes the support provided to festivals and community (neighbourhood) events in relation to the support provided for Major and Signature sporting events, and
 - The potential for Mega, Major and Signature sporting events to affect historical dates for annual homegrown festivals and events
- The increasing awareness of overall public safety and security at events
- Expanding regulatory and best practice requirements for event organizers
- The growing number of for-profit and/or charity organizations producing and hosting events on public land
- The rising number of requests for events with ticket, admission or participation fees
- The increasing need for community consultation for new events and changes to existing events
- The relocation of events affected by construction and capital development
- The need for environmental and sustainable event management systems that align with the City's environmental strategies

Scope of the Festivals & Events Delivery Action Plan

The scope of this Action Plan includes open-air events produced on City of Edmonton-owned land by local, national and international festival and event producers and which may or may not be funded, in part, through Edmonton Events, City Council, Edmonton Arts Council, Civic Events and Festivals, WinterCity funds and/or Neighbourhoods Revitalization funds and that require civic services (e.g. permission for use of the space, permits, police, fire, traffic, transit, and health services, etc.).



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STRATEGIC PRIORITIES & ACTIONS



STRATEGIC PRIORITIES & ACTIONS

The Action Plan includes the seven Strategic Priorities with 15 corresponding Actions outlined below.

The Priorities and Actions have been designed and developed to address the issues raised by local festival and event producers and internal stakeholders throughout this process. The priorities have been written to address the objectives of this Action Plan.

Strategic Priority One

Festival and Event Funding Model/Mechanisms

The Edmonton Arts Council's Community Investment Program (CIP) currently provides funding to arts and festival organizations in Edmonton from the municipal tax base. The Edmonton Arts Council is guided by Bylaw 14157 and City Policy C211F on Community Investment Grants. All grants are allocated based on recommendations from peer juries who provide their valuable expertise on a volunteer basis. This Action Plan acknowledges the Edmonton Arts Council's Community Investment Program and identifies that it remain as the primary funding source for local festival and event producers.

Action 1 Edmonton Arts Council Continue to Provide Grant Funding

The Edmonton Arts Council is developing the 2029: Building Edmonton's Community Plan for Arts and Heritage; Edmonton's next comprehensive 10-year Arts and Heritage Plan. This new plan will leverage the work of the Art of Living (2008–2018) and will guide and strengthen the City's planning, investment and ongoing development of the arts and heritage sectors.

This Action identifies the Edmonton Arts Council to continue as the organization to primarily fund and distribute operational City funding for local Festivals and events through operating grants as will be established in the new 10-year Arts and Heritage Plan. Operational funding support recommendations will be brought to Council for consideration through the 2029: Building Edmonton's Community Plan for Arts and Heritage process and subsequent budget processes.

Financial Implications

It is anticipated that the Edmonton Arts Council will be submitting a funding request through the 2019–2022 operating budget to implement the first phase of the 10-year Arts and Heritage Plan.



Strategic Priority Two

Event Classification

To best support festivals and events in Edmonton, the event classifications proposed in this document will be adopted and utilized. These changes will assist Administration in determining appropriate civic supports (grants, subsidies and in-kind support) based on established criteria.

Action 2 Classify Events Using Established Criteria

This action will classify festivals and events into one of five groups using established criteria. The classifications were developed to align with the type of events outlined in the 2017 "The Changing Field of Play – Citizens' Panel on Major Events Sports" and help to determine appropriate City support to festivals and events in Edmonton.



The Classifications

Mega Event

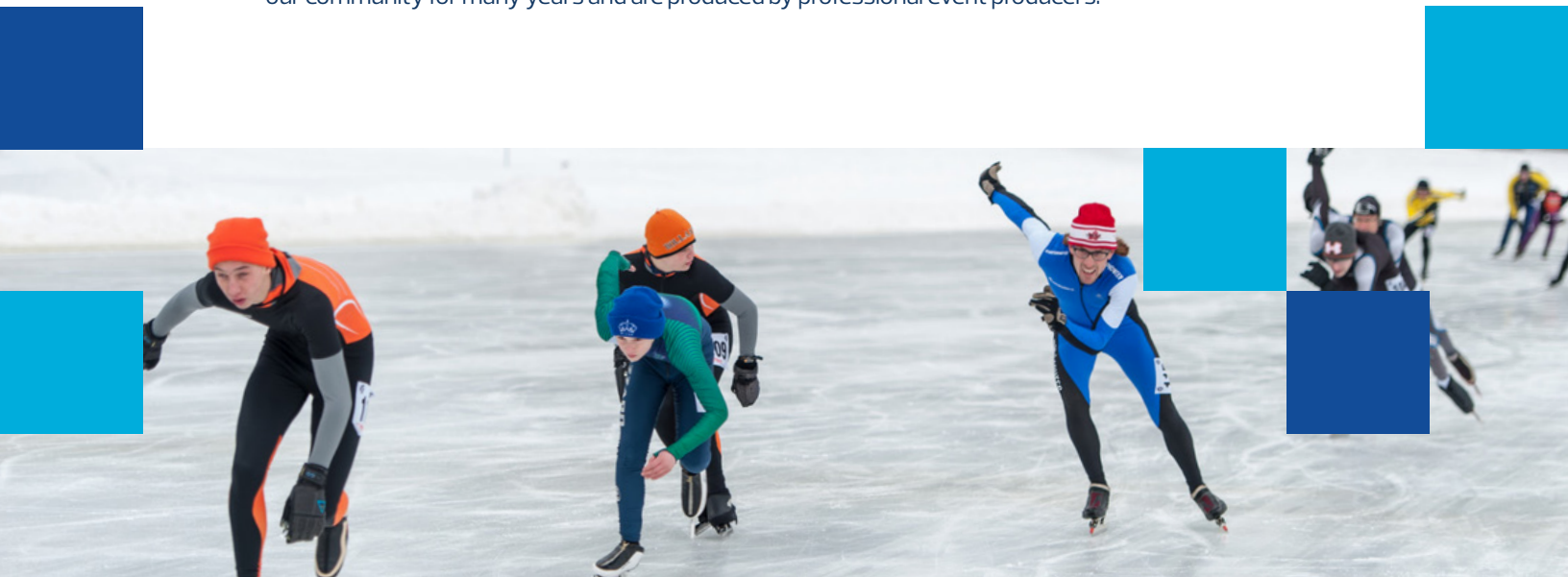
These are “once in a generation” events that generate international interest and deliver considerable economic, social and reputational benefits to Edmonton, Alberta and Canada. These events typically require a bid process to attract. These large-scale, often multi-day events, may be hosted every 20 to 30 years in an existing indoor or outdoor space and may require some custom infrastructure. Attracting and bidding activities to bring this level of event to Edmonton would be strategically evaluated by a governance committee and approved by City Council as well as other orders of government.

Major Event

These events may come to Edmonton every three to 10 years and would attract an international and/or national audience. These events typically require a bid process to attract. They would be expected to deliver many economic, social and reputational benefits to Edmonton and Alberta. These large-scale events may be multi or single day and would likely be hosted in existing indoor or outdoor spaces. Similar to Mega events, attracting and bidding activities to bring these events to Edmonton would be strategically evaluated by a governance committee and approved by City Council.

Signature Festivals and Events

These are annual or biennial festivals, events and parades that hold a national and some international profile and tourism draw for Edmonton and Alberta, deliver significant social benefits to our citizens and support the city's economy. These events may require a bid process to attract or they may be locally grown. They align closely with civic priorities. The majority of these are high attendance, multi-day festivals and events that have been hosted in our community for many years and are produced by professional event producers.



Foundational Festivals and Events / National Sporting Events

These are annual or biennial existing or emerging festivals, events and parades that hold a regional and/or provincial profile and tourism draw for Edmonton, deliver social benefits to our citizens and some support to the city's economy. The majority of these events have moderate attendance, are multi or single day festivals and events and are mainly produced by professional event producers. This classification may include some national level sporting events.

Niche Festivals and Events

These are specialized and emerging one-time or recurring festivals, events and parades that hold a local, community or neighbourhood profile, encourage community participation and align with civic priorities. These primarily single day events are usually smaller, homegrown and run by Edmonton based non-profits associations, volunteer groups, community leagues, etc. This classification includes local and provincial level sporting events.

The Classification Process

- Criteria has been drafted to organize festivals and events into one of five classes. This tool uses established criteria and will ensure events and festivals are classified fairly and equitably.
- Review and adjustments will be made, as necessary, annually, to ensure the criteria is relevant.
- Members of the Festivals and Events Delivery Action Plan Steering Committee, including representatives from the City of Edmonton, Edmonton Arts Council and Edmonton Tourism, will be responsible for classifying the festivals and events and adjusting the criteria as appropriate.
- As the criteria is refined, developed and improved to assess "return on investment" and "economic impact", the event classifications may also be refined.

Current Event Criteria

- Event Recurrence
- Number of Participants, Spectators and Volunteers
- Tourism Draw
- Viewership: Broadcast, Media and Social Media exposure
- Potential Economic Driver (Economic Impact, Overall Expenses and Revenue sources)
- Image, Reputation and Civic Pride
- Organizational Strength and Capacity
- Social Impact / Community Building
- Alignment with Council's Strategic Plan 2019-2028

Strategic Priority Three

City Support to Festivals & Events

Stakeholders have an expectation that City assets and resources are allocated responsibly and transparently, and that the decisions around these assets reflect the best interests of citizens. Based on festival and event classification, this action provides transparent and equitable distribution of relevant City support. This priority includes actions to provide civic services subsidies and in-kind support and determine how best to support winter festivals.

Action 3 Provide Civic Services Subsidy to Eligible Festivals and Events based on Classification

This action proposes to replace the 2016–2018 Interim Civic Services Grant with an ongoing Civic Services Subsidy that provides 50% of eligible civic services to eligible festivals and events, please see Appendix C. The previous 2016–2018 Interim Civic Services subsidy temporarily addressed the issue of increasing civic service costs and provided funding support for three years to assist local festivals and events that required civic services to operate.



This action proposes that Council consider continuation of this program with some modifications including:

- The 50% Civic Services Subsidy would be expanded to include all festivals and events classified as Signature or Foundational based on event classification outlined in action 2 previously, regardless of whether the festival or event receives an Edmonton Arts Council grant (as was the requirement with the interim subsidy).
- Festivals and events organized by for-profit organizations will be responsible for all event delivery costs including civic services, unless otherwise negotiated.
- Events attracted by Edmonton Events (the partnership between the City of Edmonton and Edmonton Tourism) that require civic services will be responsible for 100% of their civic service costs. These attracted events may change from one year to the next and may receive funding through Council, existing internal Event Attraction budgets and/or Edmonton Tourism. Edmonton Events will be responsible for working with events producers to provide adequate, timely information and consult with the various services to identify requirements and negotiate subsidies to be included during the bid phase when funding and in-kind services are determined and approved.

Financial Implications:

For local festivals and events, the Civic Events and Festival section base budget would need to be increased on an ongoing basis to cover the costs for 50% of eligible civic services for eligible events at the foundational level or above. A funding request will be submitted through the 2019 – 2022 operating budget process to account for this increase.

Events attracted by Edmonton Events that require civic services will be responsible for all event delivery costs including civic services. Edmonton Events will work with these events to provide adequate, timely information and consult with the various civic services to identify requirements and negotiated subsidies to be included during the bid phase when funding and in-kind services are determined and approved.

Action 4 Provide In-Kind Support to Festivals and Events based on Classification

Provide in-kind support for local festivals and events based on Event Classification. Support may include the following, as appropriate:

- Amplify festival and events marketing efforts through social media mentions, proclamations and road closure announcements for events classified at or above the Foundational level.
- Where and when appropriate, provide location-specific access to the CityScape banner program for events classified at or above the Signature level. Consider Foundational festivals on a case by case basis. In some instances mega, major and signature sporting and cultural events will be given priority.
- Connect Signature and Foundational festivals and events producers with Edmonton Tourism to determine possible Tourism support. Support may include program growth through travel media and social engagement, event activation, marketing and intercept surveys.

Action 5 Provide Public Transit to events that meet 15,000 person per day threshold

Edmonton Transit Service (ETS) is a fully integrated, progressive, easy-to-use public transit system. Transit plays a vital role in city building and provides seamless connection within Edmonton and the region. Movement of people to and from festivals and events is critical to the success of festivals and events; therefore, when an event meets the threshold of 15,000 attendees per day, public transit becomes a necessity.

For events that attract a minimum of 15,000 attendees per day, and where sufficient public transit does not already exist, this action indicates that the City provide access to public transit at no cost to the festival / event producer. The level of increased service will be provided based on what can be reasonably accommodated by Edmonton Transit Service. In order to provide the service, the Edmonton Transit Service base budget would need to be increased and regular fares apply.

Financial Implications:

For annual festivals and events at the Foundational level and above, Edmonton Transit base budget would need to be increased to cover the costs associated with transit for those events that currently meet the 15,000 attendees per day threshold where sufficient public transit does not currently exist. A funding request will be submitted through the 2019 – 2022 operating budget process to account for this increase.

Edmonton Transit costs will be reviewed periodically to reassess base funding required based on the number of events meeting established thresholds, fuel and labour costs.

Events attracted by Edmonton Events that require transit services, will be responsible for all event delivery costs including civic services. Edmonton Events will work with these events to provide adequate, timely information and consult with the various civic services to identify requirements and negotiated subsidies to be included during the bid phase when funding and in-kind services are determined and approved.



Action 6 Determine a Model and Mechanism to distribute Winter Festival Funding

During 2018 budget deliberations, City Council approved \$200,000 in total or \$50,000 each for four Winter Festivals due to their identification of extraordinary winter costs associated with hosting a winter festival. Recipients included: Deep Freeze: A Byzantine Winter Festival, Flying Canoe Volant, Ice on Whyte and Silver Skate Festival.

This Action will engage the Edmonton Arts Council, Edmonton's WinterCity Strategy working groups and the City of Edmonton's Community Grants Office to determine the best mechanism to implement an appropriate winter festival funding model and mechanism in which to provide additional Winter Festival funding moving forward.



Strategic Priority Four

Festival, Event Site & Date Prioritization

Local festival and event producers would like assurances that their existing dates and locations will be honored when new or attracted events are brought to Edmonton. This Priority ensures open and transparent decision making based on a process that identifies what circumstances date and location changes may be considered.

Action 7 Process for Site and Date Prioritization

The Festival and Event Site and Date Prioritization Process considers the following principles when determining which event shall have priority for a site and date.



Principle 1

Civic Events and Festivals will make every effort to safeguard existing local Signature and Foundational events historical dates and locations. In situations where a date or location of an existing local Signature or Foundational event or festival may be impacted due to an incoming attracted Mega, Major or Signature event, consultation and input from the existing local event producers will take place to determine the feasibility of adjusting dates and/or locations.

Principle 2

All efforts will be made to ensure incoming attracted Mega, Major or Signature events occur around existing local festivals or events. However, events classified at a higher level may take precedence over events classified at a lower level.

- For example, a Signature Sporting Event such as the ITU World Triathlon Series would not displace a Signature Festival such as the Servus Heritage Festival. It could, however, displace a Foundational event in the Hawrelak Park amphitheater given the requirement to use the existing Hawrelak Lake. While the ITU World Triathlon Grand Final (classified as a Major Sporting Event) could technically displace the Servus Heritage Festival, the City would not consider the Heritage Long Weekend in August due to the importance of the dates to the Festival and the festival to the citizens of Edmonton. In the case of a Mega event, the City would engage existing festivals and events to explore opportunities for involvement in the Mega event's cultural program.
- All date and event venue discussions will be held at the bid stage for international sporting and cultural events and will consider existing Signature Festival dates and locations.

Principle 3

In the event a Signature or Foundational Festival is required to move as a result of a Mega, Major or Signature International Sporting or Cultural event, a process will be developed to evaluate and determine if there is a significant impact and what, if any, compensation should be considered based on the overall impact to the festival. To be considered for compensation, at a minimum, the process will involve the submission of a business case by the impacted festival or event.

Strategic Priority Five

Fees and Charges for Use of Parkland

Citizens, event producers and participants of festivals and events acknowledge that parkland and open space is a valued resource. A balanced approach is required to ensure Edmonton's integrated, multifunctional network of parks and open spaces support healthy ecosystems, diverse wildlife habitats, and meet the needs of present and future communities. Public land and open spaces connect people with year-round opportunities to learn, commute, recharge, recreate, gather and celebrate. This Priority outlines when and where applicable parkland use fees apply based on the following Principles:

Principle 1 *Alignment with Breathe Edmonton's Green Network Strategy*

Parkland forms part of a multifunctional green network as defined by Breathe, Edmonton's Green Network Strategy approved by Council in April 2017 and provides opportunities in three of Breathe's themes: ecology, celebration and wellness.

Ecology

Supports and enhances the environment by sustaining healthy and resilient ecosystems.

Celebration

Connects people to one another and builds a sense of place by providing places for communities to thrive, gather and celebrate.

Wellness

Promotes healthy living and fosters well-being through diverse kinds of recreation, mobility and environments.



Edmonton's green network is a rich and diverse landscape of public open spaces: natural and constructed, animated and serene, core and connective. The components include:

- Parks, including metropolitan, district, community (neighbourhood) and pocket parks
- Natural areas, including the river valley and ravines, wetlands, tree stands, remnant grasslands and other naturally vegetated corridors
- Naturalized, restored and ecologically designed spaces
- Plazas, squares and promenades
- Greenways, trails, roadway greens, street trees, utility corridors, wildlife passages and other connective landscapes
- Pedestrian-oriented and priority streets, including main streets
- Outdoor festival and event sites, both permanent and temporary
- Community gardens and edible landscapes
- Municipal cemeteries and golf courses
- School sites
- Stormwater infrastructure, including constructed wetlands and low-impact development features
- Other jurisdictional parkland, including campuses and provincial and federal parkland
- Green roofs and living walls

Principle 2 *Parks and Open Spaces – Fees and Subsidies*

Festival and Event producers and citizens recognize that there is a value to the land used to deliver festivals and events. While the ongoing maintenance and upkeep of the land is the City's responsibility, those looking to secure a permit for parkland and open space for activities, with over 50 attendees, will be charged for use and in some instances a fee subsidy may apply.

- Application of this Principle proposes that:
All festivals and events will be assessed a fee for the use of parkland and/or open spaces, however, in some cases, this fee may be subsidized or waived.
 - Festivals and events classified at the Signature or Foundational level may be eligible for a Fee Subsidy as a result of benefits these festivals and events provide to citizens (see action 8).
 - Events attracted to Edmonton through Edmonton Events may seek to negotiate use of parkland and open space at no cost.
- All commercial for-profit and not-for-profit events that charge an entry fee for participation will be assessed and charged applicable rates for the use of parkland and open spaces. Commercial use includes individuals, for-profit and not-for-profit organizations who offer instruction, education, care or supervision or participation fees (runs and walks) and well as those selling entry tickets to gain access (music, theater, arts, etc.).

Principle 3 *Community (Neighbourhood) and Pocket Park – Subsidy*

Festivals and events taking place in community (neighbourhood) and pocket parks, with a direct neighbourhood connection and serving the immediate neighbourhood or community league, including those community (neighbourhood) parks located on district parks, may be eligible to receive a 100% fee subsidy. These community (neighbourhood) and pocket parks are the primary gathering place for neighbourhood residents and provide passive and active recreation opportunities.

Principle 4 *Protection of Public Access to Parkland and Open Space*

It is important for citizens to have access to parkland and open spaces, and therefore a balanced approach is to be used when determining permitted access for planned festivals and events. The City of Edmonton will seek to balance spontaneous use with planned festival and event use.

Principle 5

Festivals and events are responsible for the costs of any damage they cause above normal wear and tear to City property.

Principle 6

Festivals and events that use City facilities (e.g. amphitheaters, stages, recreation centres, pavilions, gazebos, etc.) will be charged established rental rates, unless otherwise negotiated.

Action 8 Fees and Subsidies applied for the use of Parkland and Open Spaces

Fees for Use of Parkland and Open Spaces

- A Parkland and/or Open Space rate will apply to all festivals and events that require a permit to use parkland and open space.
 - For profit, ticketed events will be charged established parkland / open space rates and be subject to a ticket surcharge on tickets sold, unless otherwise negotiated.
 - Not-for-profit, ticketed events will charged established parkland / open space rates.
 - Niche events in the River Valley shall continue to pay established parkland / open space rates.
 - Niche events in community (neighbourhood) and pocket parks shall pay established parkland / open space rates, unless otherwise negotiated or eligible for a fee subsidy as per Principle 3 previously.

Fee Subsidies for the Use of Parkland

- In some instances fees may be subsidized as per Principles 2 and 3 using the following rate criteria.
 - Not-for-profit events classified at the Foundational level and above will be eligible to receive a subsidy of 100% of the established parkland / open space rate.
 - Not-for-profit, ticketed events, classified at the Foundational level and above, will be eligible to receive a subsidy of 100% of the established parkland / open space rate for the event setup and strike. Events in these classifications will pay established parkland / open space rates during the public event hours.



- Private, for-profit and/or charity events will not be eligible for fee subsidies regardless of event classification, unless an event is attracted through Edmonton Events where the use of parkland is negotiated at this stage.
- Niche events hosted on community (neighbourhood) and pocket parks will be eligible to receive a 100% subsidy of parkland / open space rates if the event has a direct community neighbourhood connection.

Financial Implications

These changes may result in additional revenue for the City of Edmonton, however, this action primarily formalizes current practices with the exception of events on community (neighbourhood) and pocket parks who are not currently charged. A nominal revenue increase may be realized as a result of not-for-profit Signature and Foundational events paying a parkland / open space use fee during public event hours.

Events attracted by Edmonton Events that require the use of parkland and/or open spaces will be responsible for all associated rental fees unless otherwise negotiated. Edmonton Events will work with the event to provide adequate, timely information and consult with the facility operators to identify rental fees. Any negotiated subsidies to be included during the bid phase when funding and in-kind services are determined and approved.



Strategic Priority Six

Emergency Preparedness

The need for Emergency Preparedness that includes integrated and well-coordinated Safety, Security and Crowd Management Planning, Implementation and Evaluation for events with mass gatherings such as festivals, parades, sporting events, fan fests, fireworks displays, markets, protests, rallies, vigils and memorials. This need has been highlighted more recently as a result of increased weather events and external threats and activities.

It is important that as a corporation, the City along with external event producers and other agencies as required are prepared for incidents at festivals and events before they happen, that our organizations respond effectively should an incident occur and that we learn and adapt our collective response for future events based on experience.

The actions below are designed to ensure continuous improvement and ongoing efforts to improve coordination and information sharing with event stakeholders to enhance security and improve emergency response in the event of an incident. It is also important to begin to introduce progressive Crowd Management processes, procedures and tools.



Action 9 Use the Festival and Event Risk Matrix Tool

This action identifies the need to adapt and modify existing Festival and Event Risk Matrix tools to assess risks and vulnerabilities and determine the level of City involvement in planning, implementing and evaluating the overall safety and security plans for festivals and events.

The existing Risk Matrix tool identifies overall threat levels, risks and vulnerabilities along with corporate tolerance for an incident.

The Risk Matrix tool will be used to review, assess and determine civic support required to mitigate threats and ensure an integrated approach to planning, implementation and evaluation related to public safety at events and festivals. This may include coordinated Safety and Security Reviews identified in Action 10.

The Risk Matrix tool will also be used to identify when civic support may require a layered approach including the use of Civic Services Command Posts or Emergency Operations Centre Activation, requirements for additional security personnel and/or temporary infrastructure enhancement as identified in Actions 11 and 12.

Action 10 Conduct Safety and Security Planning Reviews with Festival and Event Producers

Public safety at festivals and events is front of mind for the City and festival and event producers. Ensuring appropriate emergency response through coordinated planning, implementation and evaluation for mass gatherings is the joint responsibility of the event producers and municipal service providers.

- Ongoing public safety and security reviews and analysis are required for all events regardless of classification.
- Niche events will have access to abbreviated safety and security planning guidelines which identifies common event risks such as a lost child, inclement weather, general safety and security, etc. The guidelines encourage organizers to identify all risks associated with their event along with the actions they will use to address identified risks.
- Festivals and events at a Foundational level or above will have access to more complex safety and security planning documents and resource expertise. Common event risks and mitigation strategies will be captured to document considerations specific to each festival or event. For those festivals and events that require coordination with civic services and other agencies in order to implement the safety and security actions, a safety and security plan review process will be initiated by the Civic Events and Festivals section between the festival and event producer and the impacted civic services.

- Note: it will not be possible to complete an in depth review of all Foundational and above level events immediately, therefore festivals and events will be prioritized using the Event Risk Matrix tool. Those identified as “high risk”, “high likelihood” with a “low tolerance for an incident”, will be addressed first. Reviews with other festivals and events will be addressed in priority order over the next several years. The review process is being piloted In 2018 in partnership with the Edmonton Folk Music Festival.
- Safety and Security Plan reviews will consider the proposed site(s), program, activities, anticipated attendees, usage patterns, crowd demographics, crowd management strategies, operational requirements, crime prevention through environmental design principles, security intelligence (if available) and event industry best practices. This information will be used by the festival and event producers to develop their safety and security plans, and determine possible risk and vulnerability mitigation actions. Various civic services will provide input as appropriate including Police, Fire, Office of Emergency Management, Corporate Security, City Operations and Alberta Health Services EMS.
- Various civic services will provide input and guidance into the development of the tools/templates required to capture and document safety and security planning activities, implementation and evaluation. Documents include but are not limited to Safety and Security Plans, Crowd Management Plans, Extreme Weather Plans, etc.

Action 11 Civic Services Command Post(s) and/or Emergency Operations Centre Activations

This Action indicates that where appropriate based on the Event Risk Matrix tool assessment, the City identify and implement Civic Services Command Post(s) at events to coordinate civic services efficiently and ensure the ability to respond effectively to emergency incidents. This may involve onsite civic services planned “command posts” or activation of the City’s “Emergency Operations Centre”.

This Action also identifies the City to be responsible to cover the costs associated with Command Posts and Emergency Operation Centre Activations when the Risk Matrix identifies situations where the risks and vulnerabilities call for a coordinated approach to prepare, implement and evaluate events that are “high risk” and where there is a “low tolerance” for an incident.

Action 12 Layered Approach to Security Personnel/Temporary Site Infrastructure Improvements

Where appropriate and based on the Risk Matrix assessments, the need for a layered approach to site safety and security may be required including possible temporary infrastructure enhancements and/or enhanced security measures to protect event attendees during times of heightened threat assessments. This action provides recommendations, if required, to enhance site and public safety and security at festivals and events.

This action identifies the City's Safety and Security Task Team, a team made up of representatives from Edmonton Police Services, the Office of Emergency Management, Fire Rescue Services, Corporate Security and Civic Events and Festivals, to be responsible for determining when enhanced safety and security enhancements are required as a result of higher threat levels or security intelligence.

This action also indicates that the City would cover costs associated with identified enhancements required by the City, regardless of classification, to ensure public safety at festivals and events. The enhancements and recommendations will be identified through the Safety and Security Task Team review.

- Costs may include additional enforcement personnel such as a higher level of trained personnel (e.g. EPS tactical support) if police deem this to be required based on situational assessments.
- Costs may also include temporary infrastructure modifications (barricades, vehicles, etc. for hardening of sites).

This action also maintains that festival and event producers continue to be responsible for all typical event security costs generally associated with the event including police that are required to produce the event activities. Examples include but are not limited to beverage garden security, management of road closures, management of crowds, site access, attendees, assets, equipment, supplies, etc.

Events produced by for-profit organizations would be responsible for all incremental costs required by the City to enhance security plans and/or any Command Posts and Emergency Operations Centre Activations.

Action 13 Adopt Crowd Management Best Practices

Develop tools to assist festival and event producers to manage large crowds and crowd movement (ingress, circulation and egress) based on industry best practice and develop a process to conduct ongoing crowd management reviews of existing procedures with festival and event producers.

Financial Implications: Strategic Priority #6 – Emergency Preparedness (Action 11 & 12)

For annual festivals and events at the Foundational level and above, the Civic Events and Festival section base budget would need to be increased to cover the costs associated with coordinated safety and security planning; additional security enforcement personnel; and, as required, temporary infrastructure improvements. A funding request will be submitted through the 2019 – 2022 operating budget process to account for this increase.

Events attracted by Edmonton Events that require support for Emergency Preparedness including a layered approach to security planning and implementation such civic services command post activations, security personal enhancements, temporary infrastructure security improvements or crowd management, will be responsible for all event delivery costs including Emergency Preparedness. Edmonton Events will work with these events to provide adequate, timely information and consult with the various civic services to identify requirements and negotiated subsidies to be included during the bid phase when funding and in-kind services are determined and approved.



Strategic Priority Seven

Governance, Operational Processes & Procedures

This priority identifies that operational practices and rules of engagement be reviewed, modified and regularly documented with the intent to increase operational efficiencies and ensure transparency. Rules of engagement and operational practices will be developed, reviewed and recommended by Civic Events and Festivals and the Civic Events Implementation Team and endorsed by the Civic Events Management Team for approval by the Director of Civic Events and Festivals.

Action 14 Confirm the Role of the Civic Events Management Team, Civic Events Implementation Team, and the Civic Events and Festivals Section

This action confirms the roles of various areas in the City that are responsible for providing oversight, for the planning, implementation and evaluation of planned festivals and events in Edmonton. This includes the Civic Events Management Team, Civic Events Implementation Team and the Civic Events and Festivals Section within the Community and Recreation Facilities Branch.

- The Civic Events Management Team (CEMT) to continue to provide strategic oversight for the planning, implementation and evaluation of planned festivals and events.
- The Civic Events Implementation Team (CEIT) to continue to manage the direct planning, delivery and evaluation of civic services required for planned festivals and events.
- The Civic Events and Festivals section to provide internal leadership and direction and ensure operational processes and procedures are integrated and consider the needs of the many various branches and departments involved in the delivery of festivals and events in Edmonton; and to act as the external facing section that works with festivals and events producers looking to use public City property such as roads, open space, plazas, squares and parks with the exception of Niche events in neighborhoods who are serviced by Neighborhood Resource Coordinators.

For detailed background, purpose, roles and key responsibilities for each of these areas, please refer to *Appendix D*.

Action 15 Ongoing Documentation, Review and Updates to Operational Practices and Procedures

This action requires the Civic Events and Festivals section to provide ongoing documentation of current festivals and event operational practices and procedures in discussion with the appropriate Department and Branch contacts including input from the Civic Events Management Team and Civic Events Implementation Team. The Civic Events Management Team will provide oversight and approval as required for the following practices, processes and procedures:

Processes and Procedures will be documented and normally be reviewed at least on a biennial basis, with some reviewed annually. Processes and Procedures include but are not limited to the following:

- A. Festival and Event Classification and Classification Criteria
- B. Application and Approval Processes
- C. Civic Services Requirements
- D. Date and Site Prioritization Process
- E. Charging for Use of Parkland
- F. Parking Enforcement
- G. Development / Building Permits
- H. Noise Waivers
- I. Cumulative Impact of Events
- J. Appropriate support to festivals and events for the purpose of fundraising
- K. Civic Services Costs and Subsidy
- L. Tools and Templates
- M. Consequences of Non-Compliance
- N. Role clarity with Departments, Branches and Sections (e.g. Neighborhood Resource Coordinators; Communications and Engagement, etc.)
- O. Community Notification and Engagement
- P. Emergency Preparedness
 - Safety and Security Planning, Implementation and Evaluation
 - Risk Matrix Tools and Risk Tolerance Level
 - Safety and Security Task Teams (as required)
 - Crowd Management
 - Electronic Dance Music Event Safety and Security
- Q. Environmental Review Process (River Valley Events)
- R. Film and Photography Delivery Process
- S. Festival and Events access to Public Transit Process – threshold and cost review



7

CONCLUSION



CONCLUSION

Edmonton's festivals and events are a manifestation of the city's identity.

They are the backdrop for memories that stay with citizens their entire lives, the setting for stories shared with friends and family across the country and the reason that thousands, from around the world, will smile every time they hear our city's name. Our festivals and events increase the connections within our city and beyond, forming positive associations in the minds of the public that no marketing campaign could ever replicate. They are an engine for our economy, a showcase for local and international talent, and, most importantly, a lifelong memory with Edmonton at its core.

This Festivals and Events Delivery Action Plan will assist Edmonton's festivals and events through the provision of equitable and transparent support from the City of Edmonton and its agency partners. Created with input from citizens, experts, private businesses, local organizers and not-for-profit groups, it is vital that we keep citizens at the heart of our efforts and ensure that, where possible, our efforts complement the pillars outlined in the City of Edmonton Event Policy and the Event Growth and Attraction Strategy.

To implement the Festivals and Events Delivery Action Plan a request for funding will be submitted through regular operating budget processes. To ensure this Action Plan remains relevant, continues to align with the work of the Edmonton Arts Council and Edmonton Tourism, and supports the efforts of our local festival and event producers and supports the attraction of sport and cultural events our city has become known for, it will be important that this Action Plan be reviewed annually and updated at least every four years in keeping with the City of Edmonton four year operating budget cycle.

From homegrown annual niche events to once in a generation mega sporting events that capture the attention of the world, the City of Edmonton will continue to build and inspire our community through vibrant experiences that bring people together, attract visitors to our community and contribute to the city's vision of a healthy, prosperous and connected city.



7 APPENDICES

APPENDICES

Appendix A

Consultation – Festivals & Events Delivery Action Plan

1. Festivals and Events Delivery Action Plan Steering Committee made up of director level representatives from the following City of Edmonton branches and partner organizations:

- Community and Recreation Facilities
- Community Standards and Neighbourhoods
- Communications and Engagement
(Communications and Marketing)
- Integrated Strategic Development
- Corporate Security
- Law
- Edmonton Tourism
- The Edmonton Arts Council

2. Festivals and Events Delivery Action Plan Working Committee made up of frontline and supervisory staff from the following City of Edmonton branches and partner organizations:

- Community and Recreation Facilities
- Community Standards and Neighbourhoods
- Communications and Engagement
(Communications and Marketing)
- Integrated Strategic Development
- Law
- Edmonton Tourism
- The Edmonton Arts Council

3. Festivals and Events Delivery Expert Groups, workshops and feedback sessions were run between October 2017 and March 2018 with the following organizations:

- **Festival and Event Producers** made up of representatives from the following organizations:
 - Business Improvement Area- Old Strathcona
 - Business Improvement Area- Stony Plain Road and Area
 - Cariwest Festival and Parade
 - DedFest
 - Deep Freeze: A Byzantine Winter Festival / Kaleido Festival
 - Edmonton Folk Music Festival
 - Edmtonton Heritage Festival
 - Edmonton International Fringe Theatre Festival
 - Edmonton International Street Performers Festival
 - Edmonton Pride Festival
 - Edmonton Symphony Orchestra
 - Flying Canoe Volant
 - Freewill Shakespeare Festival
 - Ice on Whyte / Sand on Whyte
 - Interstellar Rodeo
 - Mountain Equipment Co-op (MEC) South
 - Run for the Cure
 - Silver Skate Festival
 - SkirtsAfire
 - Symphony Under the Sky
 - Taste of Edmonton
 - The Works Art and Design Festival

*meetings were also held with Northlands; Mill Woods Canada Day Association; Blues Festival; Rock Festival; and Nuit Blanche

- **Civic Events Implementation Team** made up of frontline and supervisory staff from the following City of Edmonton Branches and partner organizations:
 - Citizens Services
 - Community and Recreation Facilities
 - Civic Events and Festivals
 - Commonwealth Stadium
 - River Valley and Horticulture Facilities
 - Community Standards and Neighbourhoods
 - Edmonton Police Service
 - Edmonton Fire and Rescue
 - Office of Emergency Management
 - Fire Safety
 - City Operations
 - Edmonton Transit Services
 - Parks and Road Services
 - Financial Services

- Law
 - Solicitors
 - Corporate Security
- Communications and Engagement
 - Communications
 - Marketing
- Urban Form
 - Development Services
- Regional and Economic Development
- Alberta Health Services
 - EMS
 - Food Handling
- **Civic Events Management Team** made up of Branch Manager and Director level representatives from the following City of Edmonton Branches and partner organizations:
 - Citizens Services
 - Community and Recreation Facilities
 - Civic Events and Festivals
 - Partnerships and Event Attraction
 - Commonwealth Stadium
 - River Valley and Horticulture Facilities
 - Community Standards and Neighbourhoods
 - Edmonton Police Service
 - Edmonton Fire and Rescue
 - Office of Emergency Management
 - Fire Safety
 - City Operations
 - Edmonton Transit Services
 - Parks and Road Services
 - Financial Services and Corporate Services
 - Financial Services
 - Law
 - Solicitors
 - Corporate Security

- Communications and Engagement
 - Communications
 - Marketing
- Urban Form
 - Development Services
- Regional and Economic Development
- Alberta Health Services
 - EMS
- **Community and Recreation Facilities Branch Leadership** Made up of directors from the following sections:
 - Civic Events and Festivals
 - Partnerships and Event Attraction
 - Commonwealth Community Recreation Centre, Commonwealth Stadium and Arenas
 - Edmonton Valley Zoo and Special Facilities
 - Leisure Centres
 - Programs and Events, and Kinsmen Sports Centres
 - River Valley and Horticulture Facilities
 - Terwilligar, Clareview and the Meadows Community Recreation Centres
 - Customer Relationship Management
- City of Edmonton Transit Branch Representatives
 - Operations
 - Planning and Scheduling
- City of Edmonton Community Standards and Neighbourhoods Branch Representatives

4. A General Survey asking for comments and feedback on Edmonton's events. The survey was sent out to the following groups for socialization to their contact lists:

- Festival and Event Producers
- Business Improvement Areas
- Edmonton Arts Council
- Edmonton Tourism
- Edmonton Community Leagues

The survey was also:

- Distributed through the City of Edmonton Twitter account and Edmonton.ca webpage
- Shared via Facebook, Kijiji and LinkedIn by the members of the Action Plan Working and Steering Committees

Appendix B

Results from the General Survey

In November of 2017 a survey was released to the general public to gather opinions and ideas on the types and level of public support for Edmonton's festivals and events as well as how the public felt about the level of City funding and in kind support available to festivals and events. There was the ability, in the survey, to self select as either a member of the public or a Festival and Event Producer. Those that identified as a Festival and Event Producer had access to an additional set of questions that were designed specifically for them.

There were 1,436 independent indications of interest in the survey, of which 301 of those indications resulted in a fully completed survey. The interest came from the following sources:

<i>Survey Link Used</i>	<i>Interest</i>	<i>Completes</i>	<i>Percentage</i>
1 Edmonton.ca Website Link	Interest: 43	Completes: 30	Percentage: 10%
2 General Citizens Link	Interest: 451	Completes: 81	Percentage: 27%
3 City of Edmonton Event Producers Link	Interest: 130	Completes: 65	Percentage: 22%
4 City of Edmonton Social Media Link	Interest: 425	Completes: 63	Percentage: 21%
5 Edmonton Arts Council (EAC)*	Interest: 2	Completes: 1	Percentage: 0%
6 Community Leagues	Interest: 385	Completes: 61	Percentage: 20%
TOTALS:	Interest: 1,436	Completes: 301	Percentage: 100%

Of the 301 completed surveys, the vast majority of responses came from the general public as opposed to the Festival and Event Producers. The specific breakdown is as follows:

1 General Public	Number: 236	Percentage of respondents: 78%
2 Festival and Event Producers	Number: 65	Percentage of respondents: 22%
TOTALS:	Interest: 301	Percentage of respondents: 100%

*EAC Distribution included Festival and Event Producers who completed the survey in the "Producers Link"

Data Received from the Survey

Public responses to the survey indicated that:

- 94% of respondents from the general public were supportive of festivals and events in Edmonton and agree they help strengthen the social fabric of Edmonton
- 65% of respondents from the general public support municipal funding for events
- There was strong support for events to continue in Churchill Square, River Valley parks, Downtown and Old Strathcona with an appeal for additional events to be hosted outside of the city's core
- Most respondents from the general public cited Food, Arts and Culture events as the biggest interest for events and festivals in Edmonton

The portion of the survey specifically completed by the festival and event producers indicated that:

- Current funding and in-kind support is insufficient
- They view City support distributed to art and culture events as inequitable when compared to the City support provided to sporting events
- There is strong support for free attendance events preferably run by non-profit organizations
- Local festival and event producers would like more opportunities to provide feedback to the City of Edmonton

Direct Quotes from the Survey Comment

- "Year-round festivals and community events are important to the quality of life in Edmonton. To keep existing festivals and community events current and thriving, City support is necessary in changing form according to the growth and maturity of the festival/event."
- "Festivals in the city play an important role in the image of Edmonton."
- "Event organizers should be able to discuss the level of civic services they require, instead of having that decided for them"
- "Having festivals accessible by transit is very important to ensure everyone is included."
- "Private events could raise the profile of the city and can offer more sophisticated events."
- "The strategy should have a strong focus on hosting festivals and events that attract an international audience and promote Edmonton at a National and International level."
- "Festivals and events should be used as an opportunity to promote the City to attendees to ensure they return for future events and to enjoy local attractions."
- "The city needs to be mindful about which festivals it is supporting, and how they align with strategic priorities."

- "Edmonton has a lot to offer and I am very proud of the City!"
- "It shouldn't be up to the city only to carry the load for supporting festivals."
- "I love our FESTIVAL CITY!"
- "Vibrancy, economic development, perception of Edmonton, and uniqueness are four criteria that I think should be used to measure events"
- "Festivals that demonstrate our various ethnic cultures are great to attend and should be encouraged."

Appendix C

Civic Services Subsidy

Eligible Civic Services

Eligible Civic Services Charges include, without limitation, the following:

- Edmonton Police Services
 - traffic and crowd management staffing
- Edmonton Transit Services
 - detour planning and detour operating costs
 - inspectors and transit peace officers
 - increases to regular service (Bus and LRT)
- Parks and Roads Services
 - temporary traffic control (road closures / lane closures)
 - temporary parking restrictions, signage, etc.
 - access to ROW electrical
- Community and Recreation Facilities
 - site servicing / snow removal
- Fire Rescue Services
 - inspections, permits
- Development Services
 - development, building, and mechanical permits
 - vending permit
 - site inspections
- Community Standards
 - community peace officers, park rangers, parking enforcement
- Financial and Corporate Services
 - corporate / hired security
 - printing services required by the City
- Communications and Engagement
 - public service advertisements (road closures, detours, etc.)

Ineligible Costs include, without limitation, the following:

- Community and Recreation Facilities
 - rental fees for facilities, parkland or picnic sites
 - property or equipment damage or loss
 - garbage or cleaning required following event
- Parks and Roads Services / Fleet and Facility Services
 - property or equipment damage or loss
 - garbage or cleaning required following event
 - breaches of permit conditions
 - equipment rentals that could be procured from an external provider (picnic tables, garbage receptacles, etc.)
 - facility-specific fees (e.g. Churchill Square-lock changing, trades support, custodial, city hall parkade, security guards)
- Edmonton Transit Services
 - park and ride services
 - charter services
- Utility Services
 - EPCOR drainage, power and water permits and fees
 - landfill fees
- Communications and Engagement
 - event marketing / promotion
- Provincial Agencies
 - Alberta Gaming and Liquor Commission
 - Alberta Health Services – Emergency Medical Services and Environmental Public Health
- Festival and Event Organizer Operational Costs
 - society/association base operating expenses or deficit management
 - civic service costs for ongoing programs outside of primary event
 - costs related to a lease, license or agreements
 - costs related to waste management
 - costs related to marketing activities

Appendix D

Roles and Responsibilities

This appendix outlines the roles and responsibilities of:

- 1 **The Civic Events Management Team**
- 2 **The Civic Events Implementation Team**
- 3 **The Civic Events and Festivals Section**

Role of the Civic Events Management Team

Background and Context:

The Civic Events Management Team (CEMT) was originally created and approved by the Senior Management Team in December 2001, to provide an interdepartmental approach to the provision of civic services for the 2001 IAAF World Championships in Athletics and the 2001 ITU Triathlon World Championship. This approach was deemed to be an effective model for other events going forward.

General Purpose

The Civic Events Management Team (CEMT) provides support and direction to the Civic Event Implementation Team (CEIT) on matters related to delivery of civic services in support of festivals and major events. CEMT provides recommendations and advice to senior levels of Administration, including the Department and Executive Leadership Team, as needed.

Key Responsibilities (Scope of Authority)

- Supporting and guiding CEIT as necessary in their planning and delivery of services.
- Approving processes, practices and procedures recommended by CEIT.
- Reviewing the overall budgeting and budgeting practices for departments as it relates to events.
- Oversight and direction, where possible, for events at City-owned venues.
- Inputting to and reviewing events that the City is considering / bidding for.
- Reviewing issues and areas of concern with events that are planned, awarded and scheduled.
- Identifying events that are occurring in the city not already known to CEIT.
- Provide recommendations and advice to Department and Corporate Leadership Teams on events in both the bidding and implementation phases, as needed.

- Provide input into the Civic Event and Festival Risk Matrix and Risk Tolerance.
- Approve the Planned Event Civic Services Command Posts and recommend Emergency Operation Centre Activation as appropriate for approval by the Director of Emergency Management.

Composition and Appointment

The committee membership shall consist of Branch Managers and Directors from across the Corporation whose branches and sections provide support and services for events.

Role of the Civic Events Implementation Team

The role of the Civic Events Implementation Team (CEIT) will continue to manage the direct planning, delivery and evaluation of civic services required for planned festivals and events.

Background and Context

The Civic Events Implementation Team (CEIT) was created in June 2002 to manage direct planning and delivery of civic services for events in order to ensure a coordinated approach to event management, with improved communication and planning occurring between departments.

Key Responsibilities (Scope of Authority)

The CEIT's activities is in place to ensure awareness of events within civic departments, review event proposals, provide advice, guidance and issue resolution and make recommendations to Civic Events Management Team as required.

Composition and Appointment

CEIT Membership is limited to those departments, branches and sections that have regular and ongoing involvement in events. Other corporate staff are involved on an as needed basis. Currently over 35 representatives are included on the Civic Events Implementation Team.

Role of Civic Events and Festivals Section

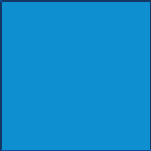
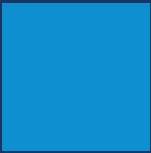
The Civic Events and Festivals section will continue to provide internal leadership and direction and ensure operational processes and procedures are integrated and consider the needs of the many various branches and departments involved in the delivery of festivals and events in Edmonton.

Civic Events and Festivals will also act as the external facing section that works with festivals and events producers looking to use public City property such as roads, open space, plazas, squares and parks with the exception of Niche events in neighborhoods who are supported by Neighborhood Resource Coordinators and/or Revitalization Coordinators in the Revitalization neighbourhoods.

Background and Context

In 2006, the Civic Events Office (now Civic Events and Festivals) was established to further coordinate and centralize event planning services for the corporation. Civic Events and Festivals shall be responsible for the ongoing documentation and updates to operational practices, processes and procedures in consultation with the appropriate departments, branches and sections to ensure efficient and effective delivery of festivals and events in Edmonton.





Edmonton