

Business Case Template

Nuit Blanche Edmonton

May 18, 2016

Citizen Services [Department Name] [Department Address]	Nuit Blanche Edmonton Society Prepared by Ruth Burns
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Approvals	Name	Signature	Date
Approval Authority	_____	_____	__/__/__
Initiative Sponsor	_____	_____	__/__/__
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1. Executive Summary

Initiative Name

Nuit Blanche began in Paris in 2002 and, since then, has spread to cities across the world including several in Canada. Nuit Blanche is typically understood to be a contemporary art event that is free to the public, takes place in urban spaces and lasts for one night only. In 2015, Edmonton held its first Nuit Blanche on Saturday, September 26. This late-night contemporary art event took place in Edmonton's downtown core, featured more than 30 contemporary art sites and succeeded in attracting over 50,000 attendees. The event was produced by the non-profit Nuit Blanche Edmonton Society, which will be referred to here as the Society.

In 2015, the event Nuit Blanche Edmonton (NBE) featured ambitious artworks that creatively reimagined our urban landscape, and that appealed to a broad cross-section of Edmontonians. In the words of one journalist: "I thought it was pretty awesome to see that many people downtown. People spilling out of theatres, and lining up for restaurants, and lining up to see installations... just for sheer joy of it, the pleasure of discovery and the thrill of the unknown."¹

Moving forward, this biennial event has the capacity to encourage pride in our City, attract tourists, bring communities together, foster citizen engagement – all the while featuring the depth and breadth of our City's arts scene. In addition to having real economic benefits, Nuit Blanche Edmonton is an initiative that has significant alignment with the City of Edmonton's vision and strategy. Nuit Blanche Edmonton most intersects with the "way path" *The Way We Live*, while also contributing to the realization of *The Way We Grow* and *The Way We Prosper*.

Nuit Blanche Edmonton is ultimately a civic event – a celebration in and of our City's spaces and communities. In order for a Nuit Blanche event to reach its full potential, it must be free to the public with the budgetary resources to produce impactful artworks. A successful NBE will see the City of Edmonton play a key role through providing a stable funding platform and by working in the spirit of mutual collaboration with the Society to best execute a safe and smooth event.

It is proposed that the City of Edmonton provides a new model of support, both fiscal and logistical, for Nuit Blanche Edmonton. The agreement should encompass 2017, with recommendations to consider the event for funding in the next budget cycle for the years 2019 and 2021.

Problem / Opportunity

One of the core tenets of Nuit Blanche Edmonton is that it is a free and inclusive event that engages with the City's built and natural environment through ambitious and inspiring works of art.

A Nuit Blanche event can be modest in scale and appeal to a limited audience, or it can have a wider reach and produce works of art that will inspire a broad range of participants. At their best, Nuit Blanche events have the capacity to enhance a city's reputation as well as support and profile the best of local, national and international contemporary art. It has been demonstrated that these events also stimulate the local economy and attract regional tourists. To do so the event must be free, must engage with our shared civic and public spaces, and must have the budget to produce high profile and exciting artworks.

Nuit Blanche Edmonton's core values of accessibility, inclusion, walkability and exploration mean that the event is not ticketed and does not feature a prominent beer gardens – thus limiting revenue from these areas. At the same time, this civic event requires a substantial production budget. For this reason, the Society's revenues rely on a higher ratio of government and corporate support than other events – the

¹ Liz Nicholls in Dirt City Limits Podcast: No. 19: Nuit Blanche, Fall Highlights and Protest Songs, *Edmonton Journal*,

latter of which is unlikely to materialize without the commitment of the former – especially in the early years where Nuit Blanche is relatively new to the corporate community. Furthermore, in order for the City and supporters to receive the maximum return on their investment there is a base level of funding required to create an event of a certain density, caliber and reach.

An analysis of the required expenses, and the available revenue from public and private sources, indicates that Nuit Blanche Edmonton will require funding of approximately 30-35% of its overall budget from the City of Edmonton, and an additional 10-15% in funding from other levels of government. We will demonstrate here that this investment will be well exceeded by the event’s economic impact.

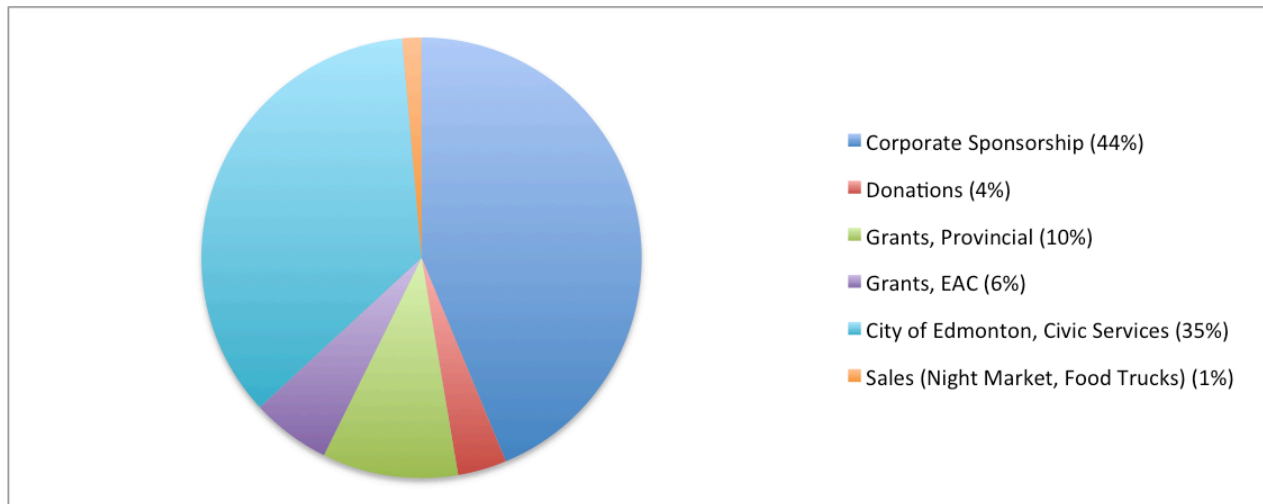
The business opportunity and challenge for the City of Edmonton is to create a sustainable funding and support model for a Nuit Blanche Edmonton well into the future. This model must be one that best fits within the City’s own business priorities and organizational capacity, while providing the multiyear support and partnership that a strong NBE event will require.

Current Situation

Nuit Blanche Edmonton is produced by a non-profit organization whose founding members were recognized as leaders in the fields of arts, culture and event administration as well as city building. For 2015, the City of Edmonton worked closely with this new Society to realize the event, the reception for which was overwhelmingly positive.² Planning for the next event, scheduled for 2017, has already begun.

To produce the 2015 event, the Society started fundraising in 2014. In December of that year, just 9 months before the event, it secured a commitment of \$250,000 from the City of Edmonton. With the City’s commitment, the Society was able to secure corporate support, donations, government grants and nominal earned revenue from the actual event. Total revenue generated for the event was \$705,063.³

BREAKDOWN OF FUNDRAISING FOR 2015 EVENT



² See “Stakeholders and Community Feedback” for more details on the reception to the event.

³ For the inaugural event, NBE fundraised \$705,063 with expenses totaling \$645,945. Of the total revenue, the City of Edmonton contributed 29% or \$206,347 with an additional 6% or \$43,653 for in-kind Civic Services. Of their total revenue, NBE fundraised 44% from corporate sponsorship (cash and in-kind), 4% donations (cash and in-kind), 10% from provincial government grants, 6% from the Edmonton Arts Council and 1% from earned revenue at the event. It is worth noting that, in addition to the City of Edmonton, many external corporations and individuals provided in-kind goods or services, and this made up 32% of total revenue. Over half of these in-kind contributions were for services, such as security, legal or coding services, and a third came from a negotiated media buy. These numbers encompass the fiscal years of 2014 and 2015.

PLANNING FOR THE 2017 EVENT

The City of Edmonton's 2015 commitment to NBE was a one-time commitment, and future Nuit Blanche events are in somewhat of a holding position until a relationship between the City and the Society is further defined. The Edmonton Arts Council is not able to provide the level of funding required for this event, due to the total funds available to the EAC for festivals, and the restrictions placed upon these funds.⁴ In order to grow the event and build organizational sustainability, the Society is seeking a stable funding base to position this civic event for future success.

As the event grows, based on the experiences of Nuit Blanche events in other cities, we can expect a significant increase in audience of 50% for NBE's second iteration (Calgary's Nuit Blanche experienced 50% growth in its second iteration; Toronto's experienced an almost 100% growth). This will require even more civic support, be it through road closures, expanded ETS service, security and police, or access to City properties.

In order to best handle the larger audience, the Society is planning to increase the number of contemporary art sites and amount of event infrastructure. Operational expenses will also grow as the Society will be able to rely less on volunteer or donated consultant services, and will need dedicated staff. Accordingly, the NBE budget will experience a one-time jump of 35%. Its stability will be dependent upon a relative increase from the City of Edmonton. Such a commitment from the City of Edmonton will be required to maintain and grow corporate support and to provide a sustainable funding model for the event.

2. Initiative Description

Initiative Description

The Society and the City of Edmonton's Citizen Services will enter into a multi-year agreement to produce Nuit Blanche Edmonton in 2017 with recommendations for a continuance for 2019 and 2021. For 2017, the City of Edmonton will provide a third of the overall funding for the event to a maximum of \$335,000, and the Society will be responsible for the remaining fundraising. The Society and Citizen Services will work closely together to safely and effectively manage the large crowds at the event. The Society will cover direct costs to the City of Edmonton, including the cost of Civic Services, and will lead the programmatic vision of the event.

Nuit Blanche Edmonton will continue to be a free late night event, and will be scheduled biennially during Alberta Culture Days. By and large, it will take place in central Edmonton.

Anticipated Outcomes

Based on figures from the 2015 event, and an expectation of increased attention and attendance between the first and second event, NBE organizers are predicting the following outcomes:

1. Between 7 pm to 4 am the attendance is expected to be 75,000 people, representing a 50% increase in our audience base. This increase follows similar patterns in audience numbers between the first and second year of other Nuit Blanche events, such as Calgary (50%), Toronto (80%) and Melbourne (66%).

The event will achieve an audience participation level of 5% of Edmonton's metropolitan

⁴ In 2014, the Edmonton Arts Council dispersed \$1,729,850 in grant funds to festivals operating in the City of Edmonton. The 2015 level of funding for NBE of \$250,000 represents almost 15% of that figure. Regulations also require that festivals receive a maximum of 25% of its overall budget from the Edmonton Arts Council. Additionally, with its usual festival funding model the EAC would be challenged to respond to the Society's scheduling of this major civic event on a biennial basis. Lastly, the EAC is an arms-length organization and an increase in festival funding would not necessarily correlate with an increase in funding to certain major civic events, such as Nuit Blanche Edmonton.

population in 2017 (75,000 people), and 8% in 2019 (112,000 people).

2. 5-10% of the audience will be tourists, a conservative estimate based on a relative comparison to statistics provided by Nuit Blanche Toronto.⁵ Scheduled to intersect with Alberta Culture Days, Nuit Blanche Edmonton will capitalize off of the momentum that this weekend brings.
3. For that one night, late night bars and restaurants will experience a 12-15% boost in business compared to the Saturday before or after; patrons of these businesses will be on average 1 year older.⁶
4. Transactions at the Night Market and Food Trucks will meet \$80,000. The increase in revenue reflects our projected 50% increase in attendance, and learnings from our first event for how to improve the business model as it relates to earned revenue.
5. The event will continue to build the City's reputation, which will be reflected in the amount of media coverage:
 - 55 articles from media outlets (up from 37)
 - 8 radio interviews (up from 3)
 - 18 television occasions (up from 9)
 - 36 blog posts (up from 18)

Scope

Who: The Society will produce the event while working closely with the City of Edmonton. The Society will contract a production company to satisfy the logistical needs of the event.

What: The Society will be responsible for leading the contemporary art program, the successful realization of the art installations, marketing and communications, fundraising, event amenities such as food trucks and a night market, infrastructure such as porta potties, fencing, waste management and personnel such as volunteers, private security, NBE contractors, stage managers and so on.

The City will provide access to City spaces as the sites of art installations and event infrastructure (such as washrooms, warming stations and staging areas). The City and Society will work closely together to provide the benefit of their expertise and shared learnings, to identify expectations and manage strategic plans.

Logistically, the City will be responsible for road closures, extended ETS coverage, EPS and City corporate security and a Command Centre. In the case where City property is part of an art installation, City staff will work closely with the Society to problem solve and realize the artwork, to the best of the artist's conception, in question. The direct costs of these initiatives will be part of the maximum budgetary commitment from the City to the Society.

Where: NBE 2017 will take place in the central Edmonton. The exact parameters of the event are yet to be determined, and will be based on the requirements of the art installations, audience circulation, accessibility and City construction schedules.

When: The event will take place the night of September 30, 2017 from 7 pm to 4 am, the same weekend as Alberta Culture Days. Outside of the big night, some key installations will be up for longer periods of time and open to the public.

⁵ In their third year of operation, 2008, Nuit Blanche Toronto reported that 13% of their audience was from out-of-town. By 2015, that number had reached 20%.

⁶ Data pulled from Servall Biometrics, an ID scanner system used by numerous downtown businesses, indicated that NBE 2015 brought about a boost of 7-8%.

Critical Success Factors

SUCCESS CRITERIA	MEASURES
Marquee installations that capture the imagination	The number of media mentions or dedicated news-pieces to a particular artwork can measure the resonance of particular works of art. It is expected that a marquee installation will be referenced in almost half of all print and blog coverage.
Weather	Nuit Blanche will run rain or shine. More mild weather will contribute to better attendance. Cold (less than 5 C°), rain, high winds or snow will deter audiences.
Media	Earned media is one of our most valuable tools in reaching out to audiences. Lack of media interest or competing news stories will negatively impact audience numbers.
Promotion	In order to reach a broad enough audience, the marketing campaign must extend beyond online campaigns and encompass billboards, TV and radio advertisement. A media buy valued of approximately \$100,000 is required, and NBE will need to secure substantial in-kind sponsorship to achieve this.
Location	The event zone must be easily accessed including by bus, LRT, bike and foot. Parking must be also be widely available in the surrounding area, and the location must be perceived to be accessible by the wider public.
Security and Safety	Security and safety are integral to a smooth event, as well as the overall perception of Nuit Blanche Edmonton as a safe space appealing to families and seniors alike. A robust security plan is required, as is a Command Centre to ensure timely responses to potential, escalating and actual issues.

3. Strategic Alignment

Nuit Blanche Edmonton is an initiative that has significant alignment with the City of Edmonton’s vision and strategy. Nuit Blanche Edmonton most intersects with the “way path” *The Way We Live*, while also contributing to the realization of *The Way We Grow* and *The Way We Prosper*.

The Way We Live

“The Way We Live: Edmonton’s People Plan acknowledges the municipal government’s role in bringing people together to create a civil, socially sustainable and caring society where people have opportunities to thrive and realize their potential in a safe, attractive city.”

GOAL 1: Edmonton is a vibrant, connected, engaged and welcoming city	
Strategic Policy Directions	Nuit Blanche Edmonton Alignment
1.1 The City of Edmonton provides opportunities in neighbourhood, community and public spaces to	As a spectacularly creative event, NBE supports Edmonton’s brand as a place enjoyed by

<p>connect people and build vibrant communities.</p> <ul style="list-style-type: none"> • Builds, revitalizes and sustains <i>Great Neighbourhoods</i>. • Partners and provides opportunities for local and citywide social, recreational, cultural and spiritual interaction. • Partners and provides recreation, leisure and social programs and facilities as focal points for community, neighbourhood and citywide connections. • Partners with community leagues, school boards and other organizations to build community. • Promotes Edmonton's <i>Downtown</i> as a focal point for people to connect. 	<p>innovative people (the creative class). Great neighborhoods and city building are natural spill-over effects.</p> <ul style="list-style-type: none"> • The 'content' of NBE is a collection of eclectic and dynamic contemporary art; unquestionably a visually vibrant contribution to community and public spaces. • NBE partners with cultural and non-cultural partners to collaboratively expand opportunities for connecting people and spaces that might otherwise not find easy ways to inter-mingle. For example, alongside numerous contemporary art producers, key partners included the iHuman Youth Society, the Edmonton Bicycle Commuters Association, the Edmonton Wayfinding Society, Boyle Street Community League and the Downtown Community League. • NBE is hosted in various locations in central Edmonton, including traditional locations such as Churchill Square, and not-so-traditional locations such as back alleys, parking lots, pedways, sidewalks and brick walls. Each year, the range of host venues will change, fueling curiosity and inviting ongoing exploration of Edmonton's downtown.
<p>1.2 The City of Edmonton uses its social and physical infrastructure at the neighbourhood, city, regional and global level to create connections.</p> <ul style="list-style-type: none"> • Provides, partners and advocates for <i>accessible public transit</i>¹ and <i>active transportation</i>² to increase mobility and interaction within the city and across the region. • Provides infrastructure to enhance interaction among Edmontonians. • Uses innovative methods to increase connections among citizens. 	<p>NBE is a free, public, all-ages event and provides exceptional opportunities to create connections between people and places.</p> <ul style="list-style-type: none"> • Hosted in central Edmonton, the transportation hub of the city/region, NBE occurs in a location that is easily accessible via various modes of transportation. • As a free, public event, NBE makes use of civic spaces. We appreciate the City's involvement in our inaugural event in 2015, and look forward to continued City support (via space and funding) so that we can continue to utilize city infrastructure, and offer our programming to as broad a collection of people as possible. • It could be argued that NBE is the epitome of "using innovative methods to increase connections among citizens".
<p>1.5 The City of Edmonton connects Edmontonians and Albertans to their history, heritage and unique role as Alberta's capital city.</p> <ul style="list-style-type: none"> • Partners with other orders of government to leverage its role as Alberta's capital city. • Maintains and preserves Edmonton's historic resources. • Promotes the history and contributions of all Edmontonians. • Promotes its role as Alberta's link to the North and its global and social connections. 	<p>As a cultural event, NBE is proud to produce works of art that connect people to the heritage of this place, and reflect on its historical, present-day, and potential futures. NBE Society places great importance on the artists' nuanced response to the sites on which their art is located, and the connections that can be traced between that site and the world around it.</p>

<ul style="list-style-type: none"> • Promotes its rich history and diverse cultural heritage. • Promotes its role as Alberta’s capital city. 	
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<p>Goal Two: Edmonton celebrates life!</p> <p>“Edmonton is a fun city, bustling with arts, theatre, retail and entertainment districts and sporting events. Whether participant or spectator, amateur or professional, Edmontonians celebrate the full spectrum of choices when it comes to enjoying life to the fullest!”</p>	
Strategic Policy Direction	Nuit Blanche Edmonton Alignment
<p>2.1 The City of Edmonton celebrates and promotes healthy living.</p> <ul style="list-style-type: none"> • Provides, partners and advocates for leisure, social and recreational opportunities. • Provides recreation, leisure and social programs to meet the diverse needs of Edmontonians. • Provides infrastructure and public spaces to promote and encourage healthy and <i>active living</i>¹. • Promotes the importance of recreation, play, walking, cycling and other forms of active living in all of its people services. 	<p>As an all-night spectacle, NBE gets people out and moving around the city, using different forms of transportation, at a time when many might otherwise be engaging in less social, and less active endeavors.</p> <ul style="list-style-type: none"> • NBE is a free, all-ages, leisure activity that people can enjoy at their own pace. • NBE encourages various forms of transportation on location, and makes purposeful preparations for walkers, cyclists, wheel-chairs, and four-legged participants.
<p>2.2 The City of Edmonton provides for the well-being of its citizens through outstanding parks, natural, green and public spaces.</p> <ul style="list-style-type: none"> • Partners with community organizations to enliven, enhance, maintain and protect parks and green spaces. • Promotes the use of its parks, green spaces and natural areas. 	<p>NBE utilizes many kinds of spaces for our programming, including parks and public spaces.</p> <ul style="list-style-type: none"> • Through our partners (public and private), NBE animates traditional and non-traditional spaces, and encourages participants to wander, observe, respect and enjoy.
<p>2.3 The City of Edmonton is a diverse, creative city with a rich and vibrant arts and cultural community.</p> <ul style="list-style-type: none"> • Provides resources to, and partners with, organizations to nurture a flourishing arts community. • Encourages the creative expressions of Edmontonians in all aspects of community life. • Advocates for innovative and sustainable investment in the cultural sectors. • Advocates for a <i>creative city</i>. 	<p>NBE embraces, showcases, promotes and celebrates the diversity of Edmonton’s cultural community, and the citizens who ‘take-in’ what has been created.</p> <ul style="list-style-type: none"> • By including local and up-and-coming artists in our programming, NBE is a vehicle for nurturing our cultural community. • Our eclectic programming expresses a variety of elements of community life. Examples from NBE 2015 include bouncycastleles, pedways, personal wishes, Christmas, and even pot holes. • Through the very nature of the NBE experience – showcasing contemporary art, in atypical spaces, at an unusual time, for an open-

	<p>ended audience, in a come-as-you-are format – NBE is not only advocating for a creative city, it is most definitely walking the talk!</p>
<p>2.5 The City of Edmonton promotes the celebration of diversity, milestones, achievements and festivals.</p> <ul style="list-style-type: none"> • Builds upon its tradition of festivals and events for all seasons and ages. • Creates opportunities for celebrations. • Partners with businesses, community organizations and other orders of government to celebrate milestones and achievements. • Promotes and preserves its history at city-owned attractions and facilities. 	<p>In true Edmonton spirit, NBE came to life out of grassroots conversations over the several years.</p> <ul style="list-style-type: none"> • NBE is an event for all ages, and an autumnal bridge between the summer and winter festival seasons. • NBE is a celebratory collaboration between all levels of government and many private contributors. • Many of the sites for NBE exhibits are located on city infrastructure.
<p>2.6 The City of Edmonton hosts world class arts, cultural, sports and entertainment events at venues that attract a local, regional and global audience.</p> <ul style="list-style-type: none"> • Uses its infrastructure and public spaces to host events and performances. • Partners to build and maintain venues that serve as a legacy for Edmontonians. • Partners with other organizations to host events and performances. • Engages and partners with stakeholders and other orders of government to host national and international events. 	<p>NBE evenings are found around the globe. While orchestrated at a local level, as a brand, Nuit Blanche is acknowledged as something that happens in some of the most creative cities in the world.</p> <ul style="list-style-type: none"> • NBE makes wide use (and interesting use) of infrastructure in the city. Examples from 2015 include the pedway over 103 avenue, the cranes in IceDistrict, a parking lot in the Quarters, and the main gallery in City Hall. • NBE promotes tourism, particularly from the Central/Northern Alberta region.

Goal Three: Edmonton is a caring, inclusive and affordable community	
Strategic Direction	Nuit Blanche Edmonton Alignment
<p>3.1 The City of Edmonton nurtures a caring and inclusive society.</p> <ul style="list-style-type: none"> • Promotes intercultural awareness and understanding. • Promotes volunteerism as a means of enhancing a caring community. • Advocates for barrier free infrastructure. 	<p>NBE is an inclusive, free event open to everyone.</p> <ul style="list-style-type: none"> • Participants in NBE 2015 included: <ul style="list-style-type: none"> ○ Infants in snugglies, toddlers in strollers, and children walking around in pajamas ○ young couples, young parents, and young families ○ teens and singles checking out the action, and couples (new and ‘well seasoned’) enjoying a date night ○ people on wheels – bikes, boards and chairs ○ dogs and cats ○ the cultured, the ‘just curious’, and the marginalized ○ lots of colour from lots of communities • NBE is purposeful in our planning for barrier-free spaces, and thoughtful in our choices for locations and venues. • In true Edmonton spirit, volunteers are a significant element of NBE. • NBE staff and volunteers are trained to be open, welcoming, and appreciative of the fact that NBE is for everyone.
<p>3.3 The City of Edmonton reduces physical and financial barriers to housing, transportation, libraries, recreation, social and leisure opportunities for residents.</p> <ul style="list-style-type: none"> • Provides affordable access to its public libraries, recreation, parks, leisure and social programs. 	<p>NBE is super-affordable and super-accessible event for all lifestyles.</p> <ul style="list-style-type: none"> • NBE activates large public spaces and invites anyone and everyone to come check us out. • Given our central Edmonton location and proximity to social service facilities, vulnerable people in the shelter-district are able to participate more fully than if NBE was held in private spaces. • NBE is an all-night event, so we are an activity that can be enjoyed by marginalized populations who rarely have safe, social place during the early morning hours.

Goal Five: Edmonton is an attractive city	
Strategic Direction	Nuit Blanche Edmonton Alignment
<p>5.1 The City of Edmonton promotes civic pride through attractive design.</p> <ul style="list-style-type: none"> • Engages Edmontonians in developing a unique and beautiful city. • Promotes innovative architecture and design in all areas of the city. 	<p>As a contemporary art festival, NBE provides opportunities for Edmontonians to experience unique and beautiful temporary creations.</p>
<p>5.2 The City of Edmonton showcases its vibrant arts, culture, entertainment, sports and retail districts.</p> <ul style="list-style-type: none"> • Provides, partners and advocates for the downtown core and business revitalization zones as a showcase for civic pride. • Partners with stakeholders to incorporate arts into the daily life of Edmontonians. • Promotes its spaces and buildings as venues for <i>public art</i>¹ and artists. • Supports and promotes Edmonton’s vibrant retail, sports and entertainment sectors. 	<p>NBE is a dynamic vehicle for showcasing the layers of creative vibrancy that exist in, and for, the city.</p> <ul style="list-style-type: none"> • NBE is held in various locations in central Edmonton, and encourages people to explore downtown in new and innovative ways. • NBE partners with public and private stakeholders to create new canvasses for art in Edmonton. • By temporarily transforming ‘regular’ spaces, including many City of Edmonton spaces, NBE provides opportunities for the public to see and appreciate these spaces from new perspectives. • Retail and hospitality sectors in the areas where NBE occurs have opportunities to attract new potential patrons, during time periods that extend beyond typical business hours.
<p>5.4 The City of Edmonton honours and preserves the unique character and history of all neighbourhoods.</p> <ul style="list-style-type: none"> • Creates and enforces practices, standards and bylaws to promote community art and historical preservation. • Promotes the historic character of its various neighbourhoods. 	<p>NBE encourages community art by engaging with local artists, and utilizing pop-up venues in potentially unexpected and/or underutilized community spaces (e.g. <i>Soccer Pitch</i>, a hilly soccer field, on an empty lot just north of the Boyle Street Community League.)</p>

<p>Goal Six: Edmonton is a sustainable city Edmontonians want to live in a way that meets the needs of the present while building a strong future.</p>	
Strategic Direction	Nuit Blanche Edmonton Alignment
<p>6.1 The City of Edmonton is a socially sustainable society. Strategic Policy Directions</p> <ul style="list-style-type: none"> • Advocates for the moderate and balanced concentration of social agencies, housing and businesses in all neighbourhoods. • Promotes volunteerism and provides volunteers with formal recognition. • Supports Edmontonians' access to <i>lifelong learning</i>⁴ opportunities. • Advocates for integrated learning opportunities in city recreational programs and facilities, schools, community leagues, libraries and other facilities. 	<p>NBE encourages, stimulates and incites the public to see and experience art in creative, unusual, spaces. Through this support of the 'creative class', and the corresponding engagement of the broader citizen base in creative activities, NBE contributes to the cultural, social and economic sustainability of Edmonton.</p>
<p>6.3 The City of Edmonton is an economically sustainable community.</p> <ul style="list-style-type: none"> • Partners to support the attraction and retention of a <i>diversity</i>³⁷ of people to help build Edmonton's economy. • Promotes a diverse, vibrant local and regional economy. • Promotes opportunities in the <i>downtown</i> core to live, learn, work and play • Promotes the capital region as a desirable choice for skilled Canadian and international workers. 	<p>By design, NBE is about diversity in art, space and audience. It is a visual manifestation of a new kind of vibrancy in central Edmonton.</p> <ul style="list-style-type: none"> • In its support of the creative class, NBE contributes to the City's brand as an inviting place to live, play or visit.

The Way We Grow

The Municipal Development Plan, *The Way We Grow*, identifies nine goals for land use planning in Edmonton, which reflect the City's Vision, *The Way Ahead*. The MDP goals were developed in coordination with the Transportation Master Plan, *The Way We Move*, to ensure the goals of the two Plans mutually support achievement of the City Vision.

Goals and Strategic Policy Directions	Nuit Blanche Edmonton Alignment
<p>Sustainable Urban Form Edmonton manages growth to move the City toward a culturally, financially and socially sustainable state. Complete, Healthy and Livable Communities</p>	<p>NBE supports The Way We Grow:</p> <ul style="list-style-type: none"> • By using art to animate public spaces in unique and unexpected ways. (5.9) • By promoting arts, culture and tourism. (6.4) • By contributing to the vibrancy of our urban

<p>Communities which are designed to encourage healthy lifestyles and social interaction for people, and which provide the services necessary for liveability.</p> <p>Urban Design High quality urban spaces, buildings and streets make Edmonton a great place to live and visit.</p> <p>Supporting Prosperity Edmonton, Alberta's capital city, is home to an innovative and diverse business environment that fosters economic development and supports prosperity.</p>	<p>core.</p> <ul style="list-style-type: none"> • By creating an all-ages, inclusive, free event that is pedestrian friendly and supportive of healthy lifestyles and social interaction. • By providing innovative opportunities for businesses to publically demonstrate their support for art, vibrancy and creativity in Edmonton.
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The Way We Prosper

The Way We Prosper was approved by City Council on March 20, 2013. The economic development plan contains five major, dynamic, made-in-Edmonton economic strategies to direct Edmonton's economic and growth agenda for the next decade:

Strategy	Nuit Blanche Edmonton Alignment
<ul style="list-style-type: none"> • A Confident and Progressive Global Image • Internationally Renowned as a Powerhouse of Industry • An Unrivalled, Competitive Business Climate • An Environment for Innovation • A Vibrant, Livable City 	<p>NBE supports <i>The Way We Prosper</i>:</p> <ul style="list-style-type: none"> • By helping citizens, and those beyond, to see Edmonton on a parallel cultural plane as other cities around the world that are creative enough to host an event like <i>Nuit Blanche</i>. • By providing a new venue for people to experience the vibrancy and livability of Edmonton. (5.5) • By creatives pushing the view of social spaces, creates climate for innovation. • By encouraging people to come into the centre of Edmonton to see art, but where they can also see and feel the energy of downtown as a gathering place and an economic driver. (5.1)

4. Context Analysis

How does Nuit Blanche Edmonton compare to similar events in other international and Canadian cities?

Nuit Blanche events exist in cities all over the world. They vary in scale and effectiveness, an effectiveness that is largely contingent on municipal involvement and long term government commitments. The City of Toronto's administration, for example, produces their *Nuit Blanche*. With their substantial in-house resources, it is no surprise that they are regularly able to produce high profile and crowd-pleasing artworks, to launch marketing campaigns that have a broad and impressive reach, and properly manage their audience of over one million people. In Melbourne, their *Nuit Blanche* program (called *White Night*) is an initiative of the state government and funded through a multi-year funding agreement with Victorian Major Events Company, a non-profit organization (a model that could be considered to be complementary to Edmonton's). Only in operation for three years, in 2015 Melbourne's *White Night* had an audience of 500,000. These two cities are able to achieve an attendance of 11-16% of their metropolitan population.

Toronto and Melbourne each approach Nuit Blanche as an opportunity for economic development both through patronage of businesses in key neighbourhoods, tourism and the enhancement of their city brands. They offer their Nuit Blanche event a sustainable and committed funding model, combined with contemporary art expertise and production knowledge as well as marketing reach.

Smaller Nuit Blanche events have also emerged across Canada, including Calgary, Saskatoon and Ottawa/Gatineau. Largely produced by volunteer-run non-profit organizations, they do not have a formal, multi-year or fiscally sustainable relationship with their municipal or provincial governments. While these programs frequently achieve critical success and are popular amongst the areas' arts community, their attendance is in the range of 1-2% of their metropolitan population (e.g. 15,000 in Calgary, 30,000 in Ottawa/Gatineau).

In Edmonton, our Nuit Blanche attendance was a higher percentage of the regional population than like events in other mid-sized Canadian cities. Our attendance of 50,000 is 3.6% of our metropolitan population, a significant difference from our cousins in Ottawa and Calgary. That being said, we are still well below Toronto and Melbourne's first year numbers of almost 7% each.

What success we did have, can be attributed to several factors: the City of Edmonton's substantial involvement with and support of the event; Edmontonians' reputation for embracing community events and festivals as well as arts and culture; the Society's management of a far-reaching media campaign, and the Society's production of marquee artworks, such as Yoko Ono's *Wish Tree*, combined with high-profile installations by local artists.

Where does Nuit Blanche fit within changing perceptions and experiences of the City of Edmonton?

Nuit Blanche Edmonton is an opportunity to raise the profile of our City as an interesting, dynamic and beautiful place to live and visit. It is also an opportunity for Edmontonians to shift their own perceptions of their City. A lack of engagement with our central core, particularly at night, is persistent despite the changing nature of this area.⁸ Furthermore, Edmonton is often perceived as being car-centric with a dearth of pedestrian experiences.⁹ Nuit Blanche will create new and positive experiences of Edmonton's core, and will encourage audiences to get out of their cars and experience their city on foot; to explore nooks and crannies that they may have previously overlooked.

5. Alternatives

If the City of Edmonton and Society do not commit to a sustainable funding model and relationship, there are some alternatives.

1. The City of Edmonton could produce Nuit Blanche on its own

The City of Edmonton would need to build the contemporary art expertise, and build an in-house production team. In addition to leading the marketing campaign, the City would have to fundraise the remainder of the funds and may have limited access to certain funding sources.

2. The City of Edmonton could reduce its portion of the overall funding for the event and the Society could produce a Nuit Blanche event on its own

The overall budget for NBE would have to drop. The event would continue to serve and spark the interests of the arts community. With the reduced budget, the types of art works the event could produce would be reduced in scale and technical complexity. The event would serve a narrower

⁸ *Realities of a Revitalized Downtown: A Look at Negative Perceptions and Why They are Outdated*. Edmonton: Downtown Business Association, August 2014.

⁹ Omar Mouallem, *Edmonton still doesn't seem to get it: Nobody comes for the parking*. Metro Edmonton, May 31, 2015.

audience, thus attracting less sponsorship support, fewer tourists and would have little economic impact. To control costs, many of the art installations would move to non-public spaces.

3. The event could be ticketed

This would drastically impact the audience numbers, and thus the event's celebratory feel and its capacity to bring communities together through big and inclusive audiences. A ticketed event will be a barrier to families, many seniors and low-income Edmontonians, and run counter to the inclusivity inherent to the event. In turn this would negatively impact the appeal of the event to corporate sponsors and the impact to the local economy.

4. The event could not happen, or not return for a long period of time

The investment and learnings from the 2015 event would be lost. If Nuit Blanche were to return in a long period of time, the event organizers and City would need to start from scratch.

6. Stakeholders and Community Feedback

Stakeholder Impact

The following is an overview of key stakeholders to the event:

City of Edmonton

Nuit Blanche Edmonton partners with a wide variety of offices and individuals within the City of Edmonton's corporate structure. These include -- but are not limited to:

Citizen Services

Development of event plans and coordination of Civic Services

Edmonton Police Service

Collaboration regarding development of safety and security plans; Impacts resources for officers for special duty service; reduces crime

Edmonton Transit Services

Requirements for additional transit service; increased ridership

Corporate Properties

Requirements for access to civic owned properties and impacted staff; increased awareness by citizens of city properties

Corporate Security

Requirements for collaboration regarding development of safety and security plans; potential requirements for additional staff; potential impacts to reducing crime and disorder

Responsible Hospitality Edmonton

Development of event plans to ensure late night vibrancy and safety; diversification of the late night economy

Arts community

Individual artists

Elevation of emerging artists; new opportunities for established and mid-career artists to create artwork on a scale they have not yet realized

Arts organizations

Our collaborations with arts organizations enable us to share audiences, and facilitate the

introduction of a new, large audience for arts organizations to share their work, and create interest in their year-round activities.

Tourism businesses

Working with Edmonton Economic Development Association will enable us to leverage additional partnerships to drive business towards local hotels and restaurants

Late-night Restaurants and Bars

We intend to partner with late-night restaurants and bars to offer our audience a "complete night out," encouraging and fostering additional business for the hospitality industry.

Downtown Residents

We intend to work closely with downtown residents, of all income levels, to communicate clearly about our plans, listen and respond to their feedback. We aim to create a space and experience that is both memorable and positive for the neighbourhoods in which we are active.

Community Response

What feedback did we receive? Most comments were overwhelmingly positive. Here are some highlights from journalists, social media users and letter writers:

"In the most confident and engaging large-scale art happening this city's ever seen, thousands of Edmontonians took to the streets Saturday night... it made downtown unrecognizably active on a new scale — never mind after last call."

— **Fish Griwkowsky, Edmonton Journal**

"Incredibly successful. It was surreal seeing thick lines of people coming down 103A Ave from Churchill Square."

— **@YEGUncovered**

"Thank you #NuitBlanche for a fantastic time. And thank you #yeg for being such a community-minded place to live."

— **Sheena Millar, @Arbitral**

"My respect to the @nuitblancheed team for an amazing bottom-up effort to bring this creative experience to Edmonton."

— **Mayor Don Iveson**

"[Watching] people approach my installation swept up in exuberant, weekend-night-out energy, only to slide effortlessly into attention, meditation, and the shared experience of a quiet, darkened space... it was transformative."

— **Lee Henderson, Nuit Blanche artist**

"Everyone I spoke to unanimously agreed that this event is a success:"

— **Jessica Kent, Global News**

"Based on the size of the crowds Saturday, the Nuit Blanche contemporary arts party is likely only going to grow in future years."

— **CBC Edmonton**

Some feedback was negative, and expressed concerns about the potential for complicity between contemporary art and capitalism, the spectre of gentrification for the downtown area, and the potential to displace vulnerable populations.

"the night belongs to you, unless you're homeless. #unpopularideas #NByeg2015"

— @j.beier

“contemporary art plays a real role in gentrification. #unpopularideas #NByeg2015 #IceDistrict”

— @j.beier

The Society believes that Nuit Blanche fosters citizens’ engagement and caring about our public spaces. Core to the event’s values are inclusivity, the ability of all members of the public to enter and exit without stigmatization, and the removal of barriers wherever feasible. By being located in a central space, vulnerable people in the shelter-district are able to participate more fully than if the event was held in private spaces, or in suburban areas.

7. Cost Benefits

Tangible Benefits

1. **Support of the local arts community, cultural workers and event production businesses, as well as food trucks and market vendors.**

The budget for the overall event is, by and large, re-directed back into the local economy. Funds are distributed to artists, cultural workers, and small businesses that provide services such as construction, electrical power, waste management, printing or design services. In 2015, the amount directed by the Society back into the *local* economy was \$425,000¹⁰ (118% of funding from all levels of government).

2. **Impact to late-night businesses: restaurants and bars**

In 2015, Nuit Blanche Edmonton resulted in a 7-8% boost in traffic to downtown bars and restaurants compared to the weekends before and after the event.¹¹ Several businesses stayed open later for that one night, though many chose not to – likely due a to lack of familiarity with the event. We expect that with increased overall attendance to the event, and more accommodation from downtown businesses, that the future impact to the downtown businesses would be 12-15% for that one night. Longer term, it would boost familiarity and support of the businesses in question.

Nuit Blanche Edmonton supports a vibrant and safe night-time economy, while helping to diversify the late night industry. The success of Edmonton’s downtown will rely in large part on changing perceptions and misconceptions about safety in the downtown core. Nuit Blanche helps to create those changes, and shifts perceptions regarding what is possible downtown in Edmonton late at night.

Intangible Benefits

1. **Improve the image and reputation of Edmonton as a great place to work and live**

A vibrant central core is a cornerstone of a city’s brand, image and reputation, and its attractiveness as a great place to live, work and visit. Urban theorists such as Jane Jacobs, Jan Gehl and Richard Florida have long maintained that cities require a vibrant urban landscape to attract and retain residents and to maintain the growth of a city.

¹⁰ The \$425,163 of cash directed back into local businesses and individuals breaks down into the following categories: Local Artist Fees and Expenses \$24,645; Contractors, Professional Services and Security \$141,990; Design, Printing and Signage \$39,144; Construction, Materials & Supplies \$49,779; AV & Power \$33,809; Event Infrastructure and Services \$25,674; Accommodation and Hospitality \$11,631; Advertising \$25,621; Civic Services \$43,653; Vendor Revenue after NBE Commission and Fees \$28,885.

¹¹ Data pulled from Servall Biometrics, an ID scanner system used by numerous downtown businesses.

Despite the changing vibrancy and safety of Edmonton's downtown, negative myth perceptions of the area continue. A 2014 report from the Downtown Business Association described the persistence of these myths despite changing crime and density statistics. It argued that new positive experiences, memories and stories of the area would be a powerful tool in changing the narrative of how our City is framed and understood.¹² By drawing people downtown and encouraging them to explore and think about their urban environment in new ways – Edmonton's Nuit Blanche will do just this. It will help dispel the myths about Edmonton's downtown and contribute to an understanding of our City as an inclusive and welcoming place. It will also help to reframe stories told about Edmonton to show that it is indeed a great place to work and live.

Nuit Blanche Edmonton will help entice more artists and creative entrepreneurs to become involved with the event and come to our city. At a time when economic growth in arts, entertainment and recreation is rising¹³, Edmonton can further its economic diversity and become an even greater city to work and do business in.

Lastly, Nuit Blanche is a chance for Edmontonians to step out of their cars and onto the street. By celebrating and exploring their city in a new light, Nuit Blanche can be used for building civic pride; an important factor for attracting and retaining residents.

2. Attract tourists to Edmonton and build the City's reputation as a great place to visit

While the economy in Alberta is suffering under the losses of the oil and gas industry, other industries – notably tourism – are doing well. As seen in other cities, a Nuit Blanche event can further bolster tourism numbers.

The statistics around tourism and Nuit Blanche events are most closely tracked by the City of Toronto. Commissioned surveys from Ipsos Reid have demonstrated a steady and growing tourist base to Toronto's audience. Within two years of being in operation, in 2008, it was reported that 13% of the overall audience were tourists; while in 2014 and 2015 that number was 20%. The related overall economic impact to the province of Ontario grew from \$7.6 million in 2008, to \$41.5 million in 2015.¹⁴ It is also worth noting that Toronto stages their Nuit Blanche the first weekend in October, and Melbourne stages theirs in February. Both time periods are on the tail end of each City's busy tourist period.

It is reasonable that Nuit Blanche Edmonton could be a relative draw for tourists to our City, especially if situated within a larger tourism campaign for the area. There is of course an associated economic impact with out-of-town visitors, which a 2014 study by the Edmonton Economic Development Corporation's Enterprise Edmonton assessed. It indicated that attendance of 50,000 at Nuit Blanche Edmonton – which we achieved – could bring about 2,500 overnight visitors. In this scenario, visitor spending in the Edmonton area was assumed to be \$231,389. If Nuit Blanche Edmonton achieved 100,000 participants, and out-of-town participation grew to 10% or 10,000 people – spending would jump to \$925,556.¹⁵

3. Increase the profile of Edmonton's arts community and the city itself as a platform for contemporary art and excellent cultural programming

The event gives high-profile opportunities to local artists alongside artists with internationally established reputations. In 2015, for example, some of the most well received artworks were local

¹² Realities of a Revitalized Downtown: A Look at Negative Perceptions and Why They are Outdated. Edmonton: Downtown Business Association, August 2014.

http://www.edmontondowntown.com/uploads/082614_Y888qA2yQFxxrhe_85019.pdf

¹³ In 2015, Canada's arts, entertainment and recreation industry grew three percentage points higher than Canada's retail sector and about two percentage points greater than Canada's real estate industry.

¹⁴ <http://nuitblancheto.ca/about/event-history.html>

¹⁵ Enterprise Edmonton, *Nuit Blanche Edmonton 2015 – Economic Impact Estimate*, 2014.

artist Gary James Joynes' installation in City Hall, and Ali Nickerson's performative Christmas wonderland on Rice Howard Way. These artworks were comparable in prominence, and thus attendance, as Yoko Ono's *Wish Tree* or the balloon-filled pedway by Britain's Turner-prize winning artist Martin Creed.

Nuit Blanche Edmonton draws attention to the depth and breadth of the arts scene in our City, while placing local artists within an international context. In so doing, Nuit Blanche Edmonton supports local artists in long-term careers and building respected bodies of work.

4. Bring diverse regional communities together for a shared and inspiring experience for all ages

By being a free event that emphasizes coming together on one special night, Nuit Blanche Edmonton reaches out to people from all economic backgrounds. It positions itself as an event for everybody, from all ranges of contemporary art comfort-levels, or as a 2015 tagline for the event summed up: "from the art savvy to the art skeptical". A City of Edmonton supported Nuit Blanche reflects and fosters the high value that Edmontonians put on culture and the arts as an integral part of our society, while underlying diversity and inclusion as values that we hold dear.

Costs

Looking forward, the Society is in a position to increase its corporate sponsorship and donations: it has a successful first year under its belt; more lead time and better organizational support; and the Society is pursuing charitable status, which will bode well for private donations. Given the state of the economy, however, the organization's projections for revenue for 2017 and 2019 are relatively conservative.

Expenses for 2017 and 2019 events are also expected to go up. For 2014 and 2015, NBE relied on volunteer staff and donated consulting services. Moving forward, the Society will require at least one dedicated staff person with supporting part-time staff.

Programming and event expenses are also expected to rise, as artists and artworks will require better funding to be sustainable, and feedback suggests that a greater density of programming is required to satisfy expectations.¹⁶ The predicted increase in audience attendance also means that event infrastructure and Citizen Service's costs will go up. Lastly, we are planning for increased costs for late-night public transit routes (as we have identified a need for greater coverage), and increased costs for Edmonton Police Services.

The following table outlines the planned budgets for 2017 and 2019, as compared to 2015.

¹⁶ For example, when the Edmonton Journal's art critic Fish Griwkowsky was asked on the Journal's podcast *Dirt City* if there was anything the event organizers could do differently next time he answered: "I would just say... more. Literally. [The art installations were] wide spread." He then adds, "You know what I like about it... you didn't have to do everything necessarily, you just walked around anywhere you wanted to go... I was just sort of following crowds. There must be something over there, because there were people going over there." *Dirt City Limits Podcast: No. 19: Nuit Blanche, Fall Highlights and Protest Songs*, *Edmonton Journal*, September 30, 2015. <https://soundcloud.com/dirtcitylimits/no-19-nuit-blanche-fall-highlights-and-protest-songs>

REVENUE	2015 Event	2017 Event	2019 Event
Corporate Sponsorship			
Corporate Cash	\$103,550	\$165,000	\$180,000
Corporate In-Kind	\$204,860	\$225,000	\$250,000
Donations	\$25,375	\$60,000	\$85,000
Grants, Government	\$111,342	\$150,000	\$160,000
City of Edmonton, Civic Services	\$250,000	\$335,000	\$350,000
Earned Revenue at Event	\$9,936	\$20,000	\$25,000
TOTAL	\$705,063	\$955,000	\$1,050,000

EXPENSES	2015 Event	2017 Event	2019 Event
Operating, General Admin	\$122,855	\$190,000	\$210,000
Operating, Marketing and Communications	\$199,012	\$240,000	\$255,000
Programming (Artist & Curator Fees, Research)	\$66,056	\$85,000	\$105,000
Event & Artwork Production ⁽⁴⁾	\$258,022	\$390,000	\$420,000
Future Development Fund (Assets)	\$59,118	\$50,000	\$60,000
TOTAL	\$705,063	\$955,000	\$1,050,000

BALANCE	\$0	\$0	\$0
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Assumptions

1. Based on other Nuit Blanche events, our audience is projected to increase by 50% between the first and second major events. To accommodate for this the scale of programming has been boosted up, as has event infrastructure and civic services.
2. Operational costs will go up, as the Society can no longer rely on volunteer and donated consulting services in key staff positions.
3. Corporate Sponsorship will increase, as the hurdles for a new and unknown event were significant in our first year. Projections, however, are not ambitious due to the realities of our provincial economy.
4. A focused Donations strategy, encompassing fundraisers and “Friends of the Night” plan, will boost revenue in this category.

5. Having passed the milestone of producing its first event, the Society will have access to significantly more grant funds at both the provincial and federal level.
6. Earned revenue at the night of the event will go up, as a result of increased audiences, more vendors and improved strategy for food trucks, night market and merchandise, as well as new VIP tour and lounge program.
7. If incorporated into a larger tourism strategy by Edmonton Tourism and Travel Alberta, the event will be a draw for regional tourists.

8. Resourcing

The event is the Society's cost and doing. The Society will cover CIVIC SERVICES, such as road closures or extended nighttime bus service. The cost of these services are included within the financial ask to Council, and are not over and above the requested amount.

There are costs to the City, however, in the form of staff time dedicated to strategic and general planning, that will not be recouped and will need to be absorbed by the administration.

The Society's resources encompass the areas of contemporary art, event production, marketing and communications, as well as fundraising.

9. Key Risk(s) and Mitigating Strategy

1. **Key Risk:** Real or perceived lack of safety
Mitigating Strategy: By partnering with many organizations, and appealing to large audiences, we bring density and vibrancy to streets often thought of as unsafe. To mitigate against this Risk, a considered Emergency and Safety Plan is developed and relies on a Command Central while coordinating resources from Edmonton Police Service, City Corporate Security, Private Security and NBE staff and volunteers.
2. **Key Risk:** Weather
Mitigating Strategy: The event runs rain or shine. Poor weather is a key risk, and accordingly a portion of the art installations are planned for indoors. Extreme weather will result in some installations being closed, which *may* be rescheduled if possible.
3. **Key Risk:** Losing headlining artists
Mitigating Strategy: While certain works are "marquee" projects, the program will be sufficiently dynamic to not depend on any one artist. A loss of a headlining artist will be damaging, but will also allow for resources and space to be reallocated to support other projects.
4. **Key Risk:** Insufficient Funding from other Revenue Sources
Mitigating Strategy: In order to mitigate risk as it relates to revenue, the Society is diversifying its revenue streams. There are four main areas: corporate sponsorship, individual and foundation donations, government grants, membership and event fundraisers, earned revenue.

Projections for corporate sponsorship are relatively conservative to protect against our beleaguered economy, while more resources are being directed to a donations campaign and building out our earned revenue model.

Earned revenue is comprised of food trucks, a night market, merchandise, tours and VIP lounge.

10. Conclusion and Recommendations

Conclusion

In order for Edmonton to continue to have a Nuit Blanche event, it is incumbent upon the City of Edmonton to enter into an agreement with the Society. This agreement will entail a confirmation of funding for 2017 in this budget cycle, and recommend continued work in 2019 and 2022 for assessment by Council in the next budget cycle.

In 2017, this will entail a commitment of a maximum of \$335,000, which will be inclusive of all direct costs incurred by the City including Civic Services.

Such an agreement will provide this civic event with a sustainable and stable funding model.

Recommendations

The Recommendation is that the City of Edmonton provides funding in the amount of \$335,000 to the Society to produce the 2017 Nuit Blanche Edmonton event. It is also recommended that Council move that the event be considered for funding in the next budget cycle, for the 2019 and 2021 events inclusive.

Project Responsibility and Accountability

The Nuit Blanche Edmonton Society is responsible and accountable for the event.

11. Implementation Approach

The Society requests that funds of \$335,000 are delivered in the first quarter of 2017.

12. Review and Approval Process

This Business Case has been reviewed and formally approved by the Nuit Blanche Edmonton Society's Board of Directors at the May 18, 2016 board meeting.

Business Case Signoff

The business case should be signed and dated by the approving General Manager, indicating whether or not the business case is approved. If applicable, approval conditions should be identified. If the business case is not approved, reasons for the decision should be documented.

13. Appendices

The following pages identify suggested Value Management tools and reports to be incorporated into an actual business case.

Appendix A: Detailed 2017 Expenses

EXPENSES	\$ Category
OPERATING, General Admin	
General Admin & Staffing	160,500
Insurance & Professional Fees	29,500
Subtotal	190,000
OPERATING, Marketing & Communications	
Marketing & Communications	240,000
Subtotal	240,000
PROGRAMMING & RESEARCH	
Artist and Curator Fees	58,000
Travel	17,000
Public Programming	10,000
Subtotal	85,000
EVENT PRODUCTION	
Staff and Volunteers	36,000
Infrastructure & Construction	208,000
Wayfinding and Audience Experience	43,000
Security and First Aid	23,000
Civic Services	80,000
Subtotal	390,000
Program Development Fund	50,000
Subtotal	50,000
Total Expenses	955,000
Balance	0

Appendix B: Comparison of 2015 and 2017 Civic Services Expenses

Category	Dpt/Section/Line Item	2015 Actuals	2017 Projections
Custodial, Permits & Corporate Properties	Custodial	\$ 618	
	Sustainable Development Permits	\$ 313	
	Corporate Properties	\$ 385	
	Subtotal	\$ 1,316	2,500
Coordination of Artworks on City Properties	City Hall	\$ 10,430	
	Chancery Hall	\$ 4,834	
	Subtotal	15,264	20,000
Edmonton Police Services	EPS Special Duty	\$ 6,264	12,500
	Subtotal	\$ 6,264	12,500
Transportation, Traffic and Peace Officers	Transit (detour planning, inspectors, signage)	\$ 5,991	15,000
	Peace Officers (TPO)	\$ 7,200	15,000
	Traffic (detours, meters etc.)	\$ 7,907	15,000
	Subtotal	\$ 21,098	45,000
Total Civic Services Budget		\$ 43,942	80,000

Appendix C: Provincial and Federal Grant Review

With its first major event under its belt, the following is a selection of government grant programs that are now a potential source of revenue for the Society:

Organization	Grant
Alberta Foundation for the Art	Organization/Arts Projects*
Alberta Foundation for the Art	Alberta Culture Days*
Alberta Foundation for the Art	Community Support Organizations
Alberta Foundation for the Art	Arts Presenting*
Canada Council	Project Grants for Organizations in the Visual Arts
Canada Council	Visual Arts: Artists and Community Collaboration Program
Canada Council	New Chapter
Heritage Canada	Building Communities (Local Festivals)
Heritage Canada	Canada Arts Presentation Fund
Heritage Canada	Canada 150 Fund
Alberta Culture and Tourism	Tourism Growth Program
Travel Alberta	Cooperative Marketing Program
Alberta Culture & Tourism	Community Initiatives*

* An asterisk indicates the Society previously qualified for this grant and successfully applied to the program in question.

Appendix D Costs - Financial Measures (Initiative Name):

**Appendix E Key Risk(s) and Mitigating Strategy - Value Assessment
Summary (Initiative Name):**

Appendix F Value Plot (Initiative Name):