

EVENT GROWTH & ATTRACTION STRATEGY



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1

INTRODUCTION

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Events are a catalyst to bring people together.

No matter how far or near they have come, the experience of a game, a festival, or a performance can forever tie them to a city. Visitors leave with stories they will recount to their friends, family and colleagues. Residents make new connections, experience another side of their community and recognize the city as a home in which they can build a life. Events alone create this unique energy.



Meetings, conventions, conferences, festivals, sporting and cultural events, tradeshow and exhibitions are examples of the variety of events that make up the fabric of what Edmonton offers. Each of these brings different benefits to the city, its residents, businesses, institutions and visitors. The combination provides a breadth of activity that energizes Edmonton in diverse ways. Residents find new opportunities for fun or learning while visitors can establish new business connections or have unique experiences they want to write home about. Regardless of event type, they bring people together to create a new level of energy that would not otherwise exist.

Events bring new money and investment to Edmonton. Visitors that come for a festival as part of their vacation or as a delegate to a conference spend dollars in Edmonton that would otherwise not exist. A meeting or convention can connect a visitor to a unique opportunity that leads to new long-term investments in the Edmonton business community.

Events raise Edmonton's profile in markets around the world. Some have an international broadcast presence, sharing Edmonton's energy with people on other continents. Others will bring experts to the city, allowing influencers to see, first hand, some of great work Edmontonians are doing in their industry and allowing them to export these stories back to their own cities. Whether they have come for a festival or a conference, visitors leave with a new appreciation for what Edmonton is building and how they can continue to connect. Person by person, visitor by visitor, event-goers carry Edmonton's story to locations across Canada and around the world. Events are the catalyst for all of these benefits.

Events are not solely about tourism; they create unique opportunities to engage citizens. People may not know that their dream job can happen in Edmonton until they learn about it through a conference they attend, or they may not appreciate the natural beauty of the city until a performance by their favourite world-renowned artist draws them into the river valley. Events create reasons for time with family and friends, the occasion to challenge themselves in a new sport or a way to share their knowledge at a meeting with industry experts from around the world.

2

CORPORATE OUTCOME ALIGNMENT

CORPORATE OUTCOME ALIGNMENT

Festivals and Events are an important investment in our uniquely Edmonton culture and align with Council's Strategic Plan foundational components including Vision 2050, 10 Year Principles and 10 Year Strategic Goals, as outlined below.

Vision 2050

In 2050, Edmonton's creativity and community spirit are lights to the world. Edmonton starts at the heart; our people make everything possible. We are united as communities to create livability for all, where everyone has what they need to succeed. This unique perspective gives us the ability to energize new ideas, to find solutions and craft them for our communities and the world. We get stuff done here. We plant ideas. We grow business. Together we power the most dynamic and progressive northern city. We are on a shared journey. Our collective ancestors have guided our journey and we continue to be inspired by them to learn, lead, and steward our shared place. Edmontonians see their efforts and ideals reflected back to them in a city that was built to connect. Edmonton, that single word, has come to mean a community where it makes sense to plan our future together and build the meaning of our lives. It's 2050, and Edmonton is home for present and future generations. We spark an energy seen worldwide: a light in the northern sky.

10-Year Principle

Connected

We create as a community to connect people to what matters to them. We care about the impact of our actions on our social, economic, cultural, spiritual and environmental systems. We serve those here today and those who come after us.

10-Year Strategic Goals

Healthy City

Edmonton is a city with community and personal wellness that embodies equity for all Edmontonians.

Urban Places

Edmonton is a city with developed vibrant urban places and accessible communities where people and businesses thrive.

Regional Prosperity

The Edmonton Metropolitan Region (Edmonton Metro) works together to ensure vitality of the region at the global level.

Climate Resilience

Edmonton is a city that uses sustainable energy, is energy efficient and is adapting to climate change



A large, diverse crowd of people is participating in a Pride parade. Many individuals are holding rainbow flags, and some are wearing rainbow-themed clothing. The scene is filled with energy and celebration. The image is overlaid with a semi-transparent blue filter and a grid of white and blue squares at the bottom.

3

OBJECTIVES

OBJECTIVES

Events currently play an active role in driving economic impact and visitation. The following objectives have been developed to help the city of Edmonton meet its long-term vision.

- Generate positive economic impact in the Edmonton Metro and return on investment for businesses, organizations and residents.
- Bring energy and vibrancy to Edmonton so residents and guests enjoy experiences in the city and have multiple opportunities throughout the year to have fun.
- Ensure the world, Canada and Alberta know the diversity of knowledge, opportunity, talent, activity, fun and experiences that exist in Edmonton.
- Engage people in the opportunities, activities, economy, communities and people that exist in Edmonton so every citizen feels a connection to their city.
- Enable residents to be physically and mentally active in the city to promote better health of residents.

An investment in events supports Edmonton's growth, promotion and citizen engagement. Events support the achievement of these objectives and deliver significant benefits to broad aspects of Edmonton's economy and quality of life. The four pillars identified on the following section will act as vehicles through which Edmonton will continue to attract and grow events while strengthening its event-hosting capacity.



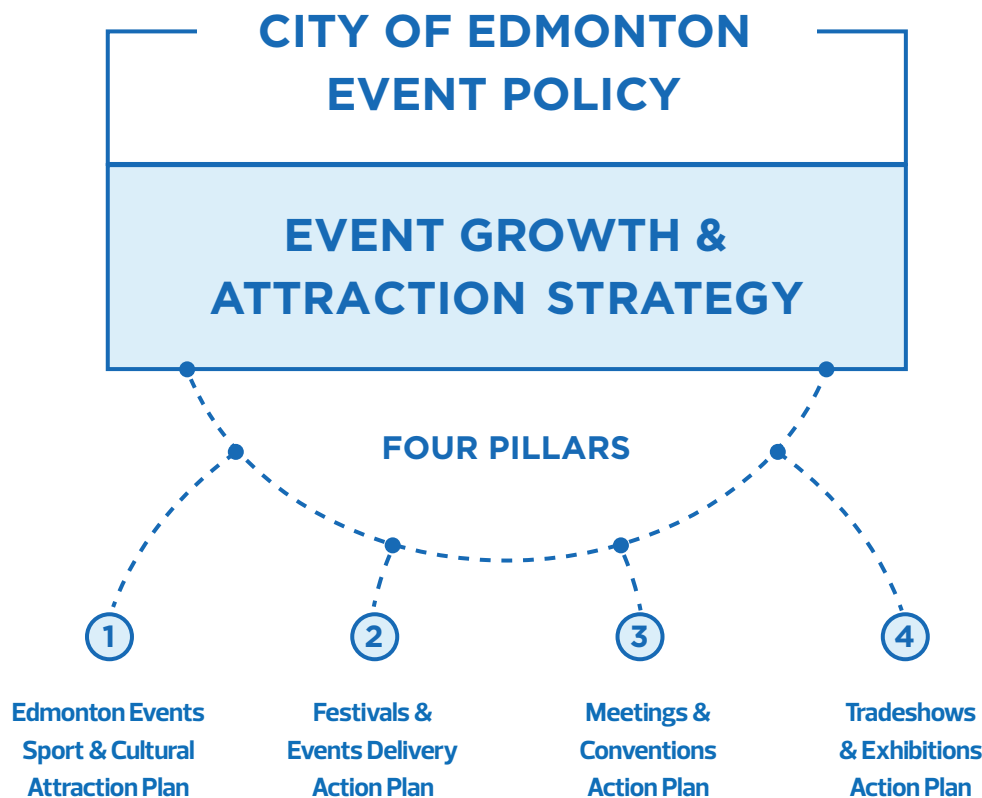
4

PILLARS

PILLARS

The objectives identified are delivered through many types of events. Each is uniquely operated, attracted or developed while appealing to a range of audiences. The benefits they offer lend to the city's diversity and provide broad experiences for residents and visitors alike.

The four pillars that represent this stable of events are illustrated in the diagram below:



Sport and Cultural Events

Spectator focused or participatory, these events provide a range of experiences to citizens of Edmonton and visitors. Professional or amateur events are bid on and may cater to a more regional audience or could connect to a broader, international one. When hosted in Edmonton these take advantage of the breadth of sporting and cultural infrastructure, both indoor and outdoor. The attraction of sporting and cultural events to the city is the responsibility of Edmonton Events, the partnership between Edmonton Tourism and the City of Edmonton. Citizens may generate the initial idea to pursue an event and Edmonton Events then provides the expertise and leadership to build a business case for events being considered. Once an event is won, its operational delivery will be supported by Citizen Services as needed.

Festivals and Events

Primarily locally developed and grown, Edmonton festivals provide year-round activity in which residents can partake, experience and enjoy. These may focus on local talent or attract international stars to entertain Edmonton audiences and the city's visitors. Many venues play host to Edmonton's multiple festivals, and in some instances, open spaces, parks or squares are turned into venues for unique experiences. Funding support for festivals in Edmonton primarily resides with the Edmonton Arts Council, while support for the delivery of city services resides within Citizens Services. Edmonton Tourism may provide promotion and growth support where opportunities for Tourism exist.

Meetings and Conventions

Small meetings to city-wide conferences encompass what this pillar brings to Edmonton. Focusing on attracting events related to industry sectors that have a strong presence in Edmonton allows for greater connection across various segments of the city, such as corporate industry associations, academia and health & wellness. Residents benefit from connecting their interest or expertise in a subject to attendees from around the world. Edmonton Tourism leads the work on attracting meetings and conventions to Edmonton.

Tradeshows and Exhibitions

These have long been part of the events scene in Edmonton, primarily attracted and delivered by Edmonton Northlands. With the recent transfer of Expo Centre to the Edmonton Economic Development Corporation, this will now become the fourth pillar of events considered under this strategy. This portion of the Event Growth & Attraction strategy will be built out in the coming year as Expo continues to solidify its operations under the new structure.

5

HOSTING PRINCIPLES

HOSTING PRINCIPLES

These are the principles and foundations by which Edmonton bids on, attracts, hosts and grows events.

Stable and Consistent Funding

There is an established, stable and consistent funding model to support the attraction, development growth and hosting of events. This stability allows event organizers to execute in the present and plan for the future while understanding the funding criteria and related process.

Open and Transparent

Edmonton is open and transparent in the events it seeks to host, who is involved, how they are financed and the objectives they are meant to achieve. This is done for three primary reasons:

- All stakeholders in the city are aware of event-related decisions so there is clarity on how events of all types are supported.
- There is clarity about how events of various types are funded. The reasons are outlined for varying funding levels so all can be aware of differences in how events are financed and benefits achieved.
- There is a clear line between events that are hosted and the overall vision of the city. People connect that overall vision to the many events, across all types, that are hosted.

Regional Connectedness

Edmonton leverages and brings together the strengths of people, infrastructure, initiatives and resources of the Edmonton Metropolitan Region. This minimizes duplication of infrastructure while ensuring the whole region can benefit from hosted events. This alignment also reduces bidding conflicts that could exist across the region. There is much to be gained through the diversity of Edmonton Metro and events are a perfect opportunity to bring those assets together to best support events hosted in Edmonton.

Safe and Inviting Environments

Safe and inviting environments for residents and visitors are provided around all events hosted in Edmonton. This is a priority both for the City as well as event hosts and rights holders. This ensures that visitors, delegates or guests can enjoy the experience of an event without concern for their safety or fear of discrimination.

Sustainability and Environmental Stewardship

Events hosted in Edmonton aim to leverage energy-efficient buildings and practices to minimize the environmental impact of activities in the city. This ensures that events provide the best experience possible for all attendees and that the related environmental impact is minimized. This can impact the types of activities and experiences that are included and where events are hosted.

Joint Decision-Making

The City of Edmonton and Edmonton Tourism, a division of Edmonton Economic Development Corporation (EEDC) jointly make decisions related to event attraction and leverage their financial frameworks and partnerships to make this happen.



6

EDMONTON ADVANTAGES



EDMONTON ADVANTAGE

Edmonton Metropolitan Region is well situated to strengthen its position as a leading event host in all pillars.

By continuing to align people, infrastructure, resources and research, Edmonton can use events to achieve the objectives outlined. Each pillar brings with it unique advantages that differentiate Edmonton and each will be outlined in their specific plan, but the following are general examples of Edmonton's strengths which create that strong position.

Edmonton is fortunate to have a broad range of infrastructure to host a variety of events across the city. Whether a conference centre is needed or a large, open-air plaza, Edmonton has a versatile listing of options. As events of all types continue to seek unique experiences and venues, it becomes more important to be flexible in how spaces are used. The river valley, parks, pedways, office buildings, lobbies or neighbourhoods now become potential event venues, better positioning Edmonton as an event host into the future.

Edmonton's breadth of people talent strongly supports event hosting. For meetings and conventions, it can mean connecting industry expertise or academic research to an event being hosted to provide delegates additional sources of new knowledge. For sporting events, technical sport expertise is invaluable to ensure an event can be planned smoothly and in-step with the needs of a rights holder. Edmonton's talented artistic community can take part in the many festivals and events hosted and create connections to artists from elsewhere that help elevate the experience provided. This broad skill base is an incredibly valuable asset in Edmonton's event hosting landscape.

Strong partnerships exist within Edmonton that support it as a great venue and host for events. The Edmonton Arts Council is a strong supporter of festivals in Edmonton while Edmonton Events brings together Edmonton Tourism and the City of Edmonton to work in tandem to bring sporting and cultural events to the city. The Meeting and Conventions team is developing connections to centres of influence able to provide value-added expertise to industry conferences held in the city. Continuing to build these partnerships, and establishing others to support all pillars, will make Edmonton a valued and differentiated host amongst other competing cities.

Relationships are crucial to the success of anything, and they play a vital role when hosting events in Edmonton. For Meetings and Conventions, strong, existing connections with meeting planners, venues and industry sectors allow there to be great value and flexibility in what can be offered to an organization looking to come to Edmonton. For Festivals, their connections with the numerous long-standing events, as well as new ones looking to grow, are a foundational reason Edmonton is known as a festival city. Sporting and cultural event attraction require strong ties to groups across the country and around the world. Edmonton Events has built strong relationships with regional, national and international sports and cultural organizations to help position the city as an ideal location in which to host events.



7

INVESTMENT

Investment

A clear, stable funding model is crucial to identify, manage, develop, grow and attract events to Edmonton.

As more large events open bids many years out, knowing that funding, based on a viable business case, will be there to support event attraction and operation better positions Edmonton on national and international stages as a qualified and serious host. For existing events and festivals, stable funding ensures these events can grow and become drivers of activity, engagement and visitation.

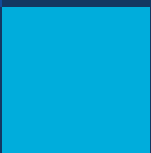
A strong funding model also provides additional stability to ensure oversight of short and long-term plans that will support Edmonton's objectives through events. This oversight can provide City Council, administration and citizens confidence that the four pillars are delivering on their objectives and are benefiting the city of Edmonton.

Options to enhance the existing Destination Marketing Fee as a funding source for events that we bid on and festivals with tourism marketing potential are being explored through the Big City Charter negotiations and will include an oversight and evaluation process.

Notes

The use of the word 'events' in this document implies all of festivals and events, sporting & cultural events, meetings and conventions, tradeshow and exhibitions.

The use of the word 'visitor' in this document includes leisure travelers, meeting delegates, spectators, sports event participants and other guests who visit Edmonton.



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.

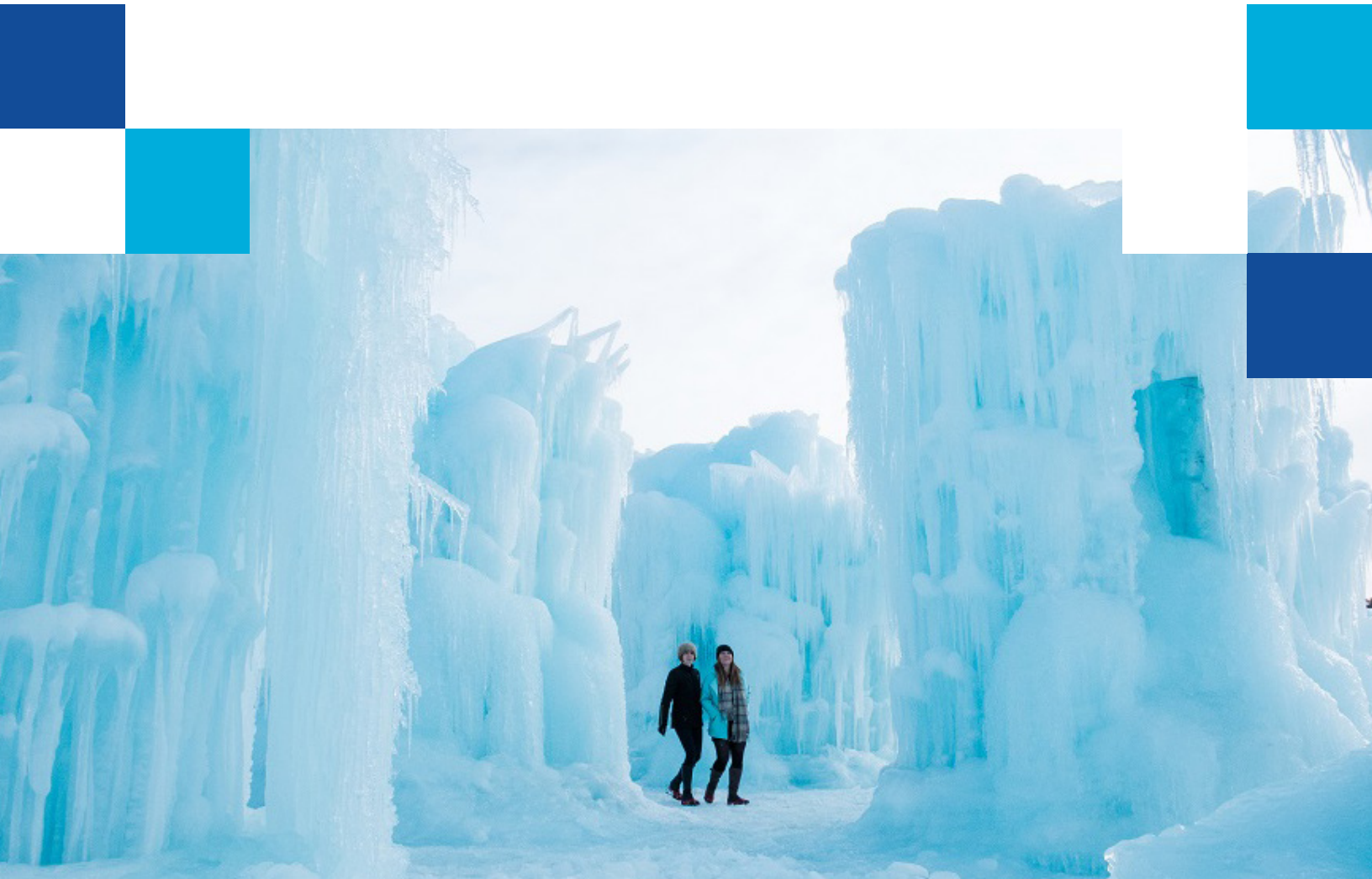
The Event Policy has been developed to articulate the importance of events in advancing Edmonton as a vibrant, creative and desirable city where people want to live, visit and operate a business. It further establishes a framework and governance structure to make Edmonton the first choice for event organizers.

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.





2

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

The background is a dark, textured collage of various paint splashes, brushstrokes, and faint images of hands. The colors are primarily shades of blue, purple, pink, and white. The overall effect is artistic and dynamic.

3

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.

A large crowd of people is gathered at an outdoor festival. In the background, there is a modern building with a distinctive white, curved, shell-like structure. Several food trucks are visible, including one with a red and white striped awning and another with a red and white striped awning. The scene is set under a blue sky with scattered clouds. The foreground is partially obscured by a grid of colored squares in shades of blue, white, and red.

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.



5

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.).





6

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

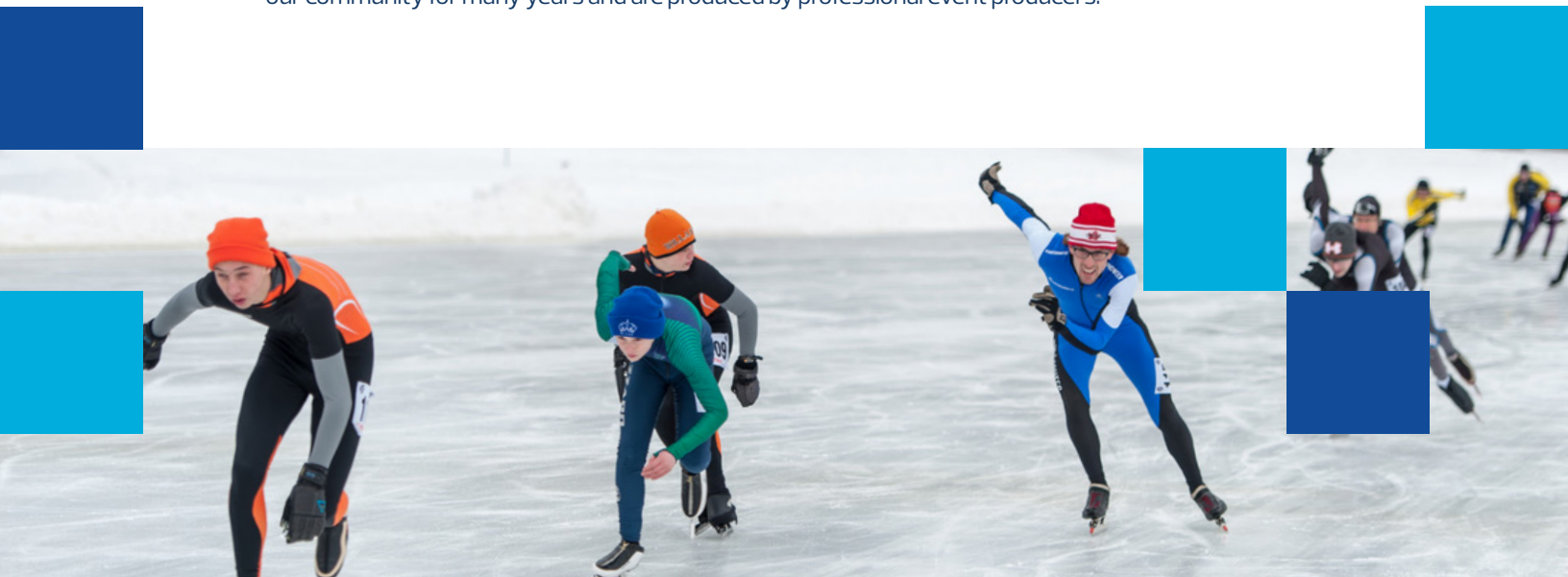
These are “once in a generation” events that generate international interest and deliver considerable economic, social and reputational benefits to Edmonton, Alberta and Canada. These events typically require a bid process to attract. These large-scale, often multi-day events, may be hosted every 20 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 | - Potential Economic Driver (Economic Impact, Overall Expenses and Revenue sources) |
| - Number of Participants, Spectators and Volunteers | - Image, Reputation and Civic Pride |
| - Tourism Draw | - Organizational Strength and Capacity |
| - Viewership: Broadcast, Media and Social Media exposure | - 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.

A nighttime photograph of a city skyline across a body of water, with a bridge in the middle ground and a large crowd of people in the foreground. The image is overlaid with a dark blue filter and a grid of white and blue squares at the bottom.

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
 - Terwillegar, 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

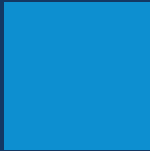
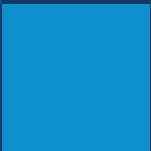
The Civic Events and Festivals section will continue to provide internal leadership and direction and ensure operational processes and procedures are integrated and consider the needs of the many various branches and departments involved in the delivery of festivals and events in Edmonton.

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



EDMONTON
EVENTS 

SPORT & CULTURAL ATTRACTION PLAN



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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 Sports**" 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 below 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 pillars 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 Citizens' Panel recommendations on hosting sport events. All four pillars will eventually have strategic action plans that align and support each other.





EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

In 1978, Edmonton welcomed the world to the opening of the XI Commonwealth Games.

Featuring almost 1500 athletes from 47 nations, it included ten days of competition, athletic prowess and fellowship. Sparking an extraordinary sense of civic pride that still resonates today, our city remembers the Games as the event that put Edmonton on the global sport hosting map.

August 3, 2018 marked the anniversary of the opening, and in the 40 years since, Edmontonians' passion and pride for hosting sport and cultural events has only grown stronger. In that time, we have welcomed millions of participants, performers and fans from near and far. Events are a critical part of our city's DNA, and today we enjoy significant economic impact and reputation gains because of them. More recently, there has also been a growing realization of their social benefits.

As identified by the Citizens' Panel on Major Events (Citizens' Panel), Edmonton Events, a strategic partnership between the City of Edmonton and Edmonton Tourism, is the primary source to attract sport and cultural events to the city. Drawing on the sage advice provided by the Panel, Edmonton's last 40 years of event hosting experience and the environmental analysis of current and future bidding/hosting trends, Edmonton Events designed this strategic plan to help take our city to the next level.

With a decrease in traditional bidding wars for major events, cities are starting to align event outcomes with their priorities—cities are beginning to better understand and drive what they want from hosting major events. It is this notion that has influenced our long-term vision, which is to ensure that every sport and cultural event attracted to our city defines and achieves a legacy that creates a more vibrant, inclusive, healthy and prosperous community. This vision helps drive our daily focus and mission for attracting sport and cultural events that enhance the wellness of our community and citizens, diversify our economic prosperity and strengthen our global reputation.



Guided by our existing venues, available technical expertise as well as volunteer and citizen interest, in 2011 Edmonton Events identified a list of core sports (outlined in Section 7), which are assessed annually, that we should pursue to host. An essential element of our approach is the pursuit of events that fall within our identified core sports so that we can continue to build history, relationships and strong partnerships to achieve our desired outcomes as a city. And while core sports are our focus, Edmonton Events will remain open to emerging opportunities and trends so that we stay at the forefront of the hosting world.

Culturally, few Canadian events involve an attraction process. The two that currently exist, Juno Awards and Canadian Country Music Awards, are included in our efforts. Globally, there are other cultural events such as the World Expo, however, they have not been identified in our attraction efforts at this time.

To take our city to the next level in event attraction and to better capitalize on the economic, reputation and social return on investment from sport and cultural events, this plan identifies three strategic priorities and a series of actions that support our City values:

- 1 Create greater transparency in event targeting, evaluation, funding and reporting.**
- 2 Develop and support social benefits and legacies from event hosting.**
- 3 Strengthen engagement with key event stakeholders and the community to foster support for events.**

The actions for each of the above strategic priorities have results, timelines and accountability associated with them to continuously assess the performance of Edmonton Events and evaluate the success of event hosting in our city.





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STAKEHOLDER ENGAGEMENT

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STAKEHOLDER ENGAGEMENT

Stakeholder engagement is critical in creating a strategic plan that represents the needs of a community and improves decision making and accountability.

We are fortunate to have a solid foundation to build on from the Citizens' Panel on Major Events which included leaders representing Edmonton business, community, post-secondary and sports sectors, as well as a regional sport and recreation representative. From their efforts we had the five recommendations, well-defined principles and the key components for a sport events strategy (Appendix #1), definitions (Appendix #2) and targeted number of events (Appendix #4) to guide us. We also continued to seek the Panel's insight through the Chair of the Panel and other panel members as the plan evolved.

We also consulted with the Government of Canada and Government of Alberta as it is vital that our efforts align where possible and that we understand their strategies and evaluation processes. We spoke with industry leaders and consultants, including National Sport Organizations, International Federations, local organizers, SportCal and Burson-Marsteller Sport. We also researched and consulted with other Canadian and North American cities to learn about their strategies, processes and evaluation tools.

As we evolve our evaluation criteria and processes, we will ensure that we remain ahead of trends by continuing our engagement efforts with other cities, industry experts, National Sport Organizations, Provincial Sport Organizations, Edmonton Global, local organizing committees, Indigenous communities, local sport partners and citizens.

4

VISION, MISSION & OBJECTIVES



VISION, MISSION & OBJECTIVES

VISION

To ensure every sport and cultural event attracted defines and achieves a legacy that creates a more vibrant, inclusive, healthy and prosperous community.

MISSION

To attract sport and cultural events that enhance the well-being of our citizens, diversify our economic region and strengthen our global reputation.

“The support of Edmonton Events in bringing world class basketball events to the city of Edmonton is resulting in the activation of a groundswell of spin-off opportunities that are directly impacting at risk and economically challenged communities.” —Paul Sir, Executive Director, Alberta Basketball



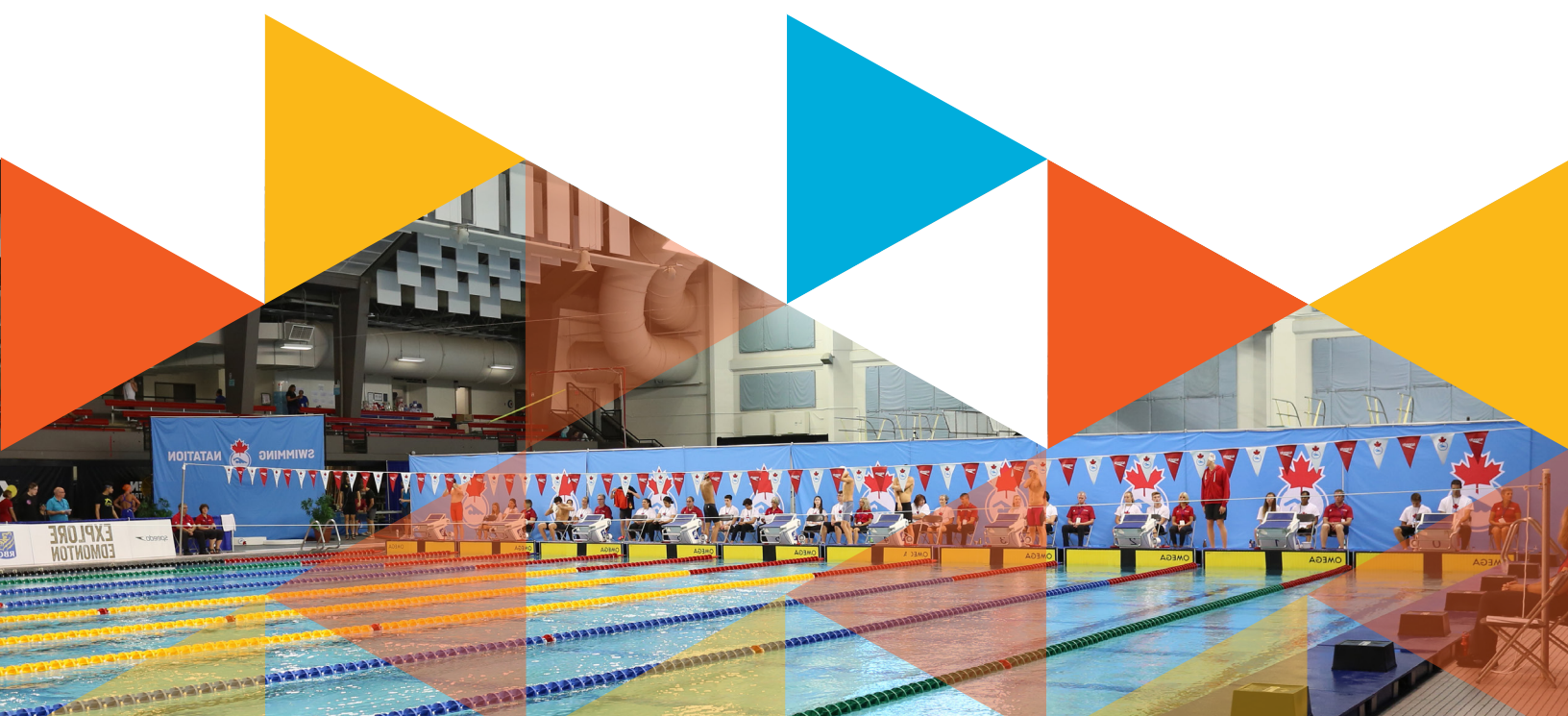


OBJECTIVES

As referenced in the overarching Event Growth & Attraction Strategy, events bring energy to our region and play a key role in economic development, reputational growth and building a healthy community.

To meet Edmonton's long-term vision, the following are objectives to be achieved by event hosting:

- Generate positive economic impact in the Edmonton Metropolitan Region (Edmonton Metro) and return on investment for businesses, organizations and residents.
- Bring energy and vibrancy to Edmonton so residents and guests enjoy experiences in the city and have multiple opportunities throughout the year to have fun.
- Ensure the world, Canada and Alberta know the diversity of knowledge, opportunity, talent, activity, fun and experiences that exist in Edmonton.
- Engage people in the opportunities, activities, economy, communities and people that exist in Edmonton so every citizen feels a connection to their city.
- Enable residents to be physically and mentally active in the city to promote better health of residents.



5

BACKGROUND





BACKGROUND



Event hosting has been part of Edmonton's DNA since the 1978 Commonwealth Games.

Those Games were a transformational event that helped Edmontonians see their city differently and act bolder in building for the future.

Since then, citizens have embraced the events Edmonton has hosted. Volunteerism and attendance remains strong, as evidenced during recent events including the FIFA Women's World Cup, ITU World Triathlon Grand Final, Canadian Country Music Awards and Ford Men's World Curling Championships. Events have brought enhanced facilities and venues and direct economic benefits to the city, Alberta and Canada (see Appendix 7 for Event Benefit example).

Additionally, events bring significant international exposure and generate more personal contact than other awareness or image building initiatives (e.g. advertising campaigns). They bring people into the city who may not have otherwise experienced Edmonton, and reach millions through TV, Internet and social media while associating our city with the sports and events they love.

There are many cities around the world that do a great job hosting events. What makes Edmonton different? Event rights holders feel comfortable coming to Edmonton because of our experience as hosts and our passion as fans. These events inspire people to move, try, play and engage with the city in a unique way. Citizens are energized by opportunities to interact with fellow Edmontonians or people from across Canada and around the world.

"Edmonton is now truly etched into our mind as a wonderful city which treats global visitors and athletes in an extraordinary way."—Marisol Casado, President, International Triathlon Union



Whether it is setting attendance records, delivering operational excellence or rallying community stakeholders, coming to Alberta's capital has elevated the status of numerous events. For example, in 2001 when Edmonton hosted one of the most successful World Championships in Athletics, the third largest sporting event in the world by viewership, we proved that a small city could make a big splash on the international sports scene. Edmonton did it again, in 2002, when over 47,000 people packed Commonwealth Stadium for the final match of the FIFA U-19 Women's World Championships, setting the still-unbroken world record for the largest audience at a youth women's FIFA match. And who can forget when the City of Edmonton and Edmonton Oilers created the first-ever outdoor NHL hockey game with the 2003 Heritage Classic, which has since spawned the annual 'Winter Classic' and additional 'Heritage Classic' games throughout the NHL.

We have long punched above our weight class when it comes to event hosting and have earned a reputation for it around the globe. We host events that resonate with people inside and outside our city, that tell and evolve our story in a way that connects others to what's happening in Edmonton and that create the unique kind of energy that is integral to building a vibrant city.

This strategic action plan will use our experience as a host and the future vision of our city to guide and shape Edmonton's next chapter of event hosting and ensure we continue to raise the bar.

"2002 was a watershed moment for women's sport in our country and Edmonton was at the heart of this evolution hosting the record setting FIFA U-20 Women's World Cup (then called the FIFA U-19 Women's World Championship) which saw nearly 50,000 fans witness future stars Christine Sinclair and Marta take the world stage."

—Peter Montopoli, General Secretary, Canada Soccer

6

ENVIRONMENTAL ANALYSIS



ENVIRONMENTAL ANALYSIS

Traditional bidding wars between cities vying for events are becoming less prevalent.

Fewer cities are willing to pay exorbitant amounts to bid on events that they could end up losing, or paying significantly more than estimated should they end up winning. Similarly, fewer cities are willing to build permanent event infrastructure that will not be sustainable post-event. There is also a growing demand for sport events to have greater engagement and impact in the community.

In response to these changing times, in 2014 the International Olympic Committee (IOC) released the *Olympic Agenda 2020* outlining 40 recommendations, including:

- Maximizing the use of existing infrastructure and the use of temporary venues.
- Accepting regional bids or allowing entire sports to take place outside the host city.
- Reducing the cost of bidding for potential host cities.
- Including sustainability in all aspects of the Games.
- Increasing engagement with communities.

These recommendations by a governing body of sport is a clear recognition that change is afoot. The simultaneous awarding of Summer Olympic Games to both Paris (2024) and Los Angeles (2028) is both evidence of the IOC's commitment to implementing Agenda 2020 recommendations and also of the diminishing bidding wars.

The power is now shifting to cities when it comes to event hosting. Some of the exciting developments include innovative partnerships amongst cities, provinces, and countries, as well as with international sporting federations and other orders of government. The United Bid to bring the 2026 FIFA World Cup™ to North America is a good example. For the first time, a bid brought together three distinct nations to co-host one of the world's most iconic sporting events, realizing much more significant global impact.



As previously highlighted, cities are now focusing on the significance of sport and cultural events in both individual and community development by building capacity through volunteerism, reducing delinquency and crime, and enhancing social integration and inclusion. By increasing the linkage between sport events, community and social policy, there is an opportunity to use the hosting of major events as a way to engage citizens and meet community and social needs.

As part of this growth, we recognize that Edmontonians want to live in a city where they are connected, invested and proud to help shape their community. They want to be more engaged in improving the quality of life for themselves, their families and their neighbours. Events contribute to Edmonton being a healthy city in that they can provide key opportunities for Edmontonians to become more active and be inspired to pursue their dreams.

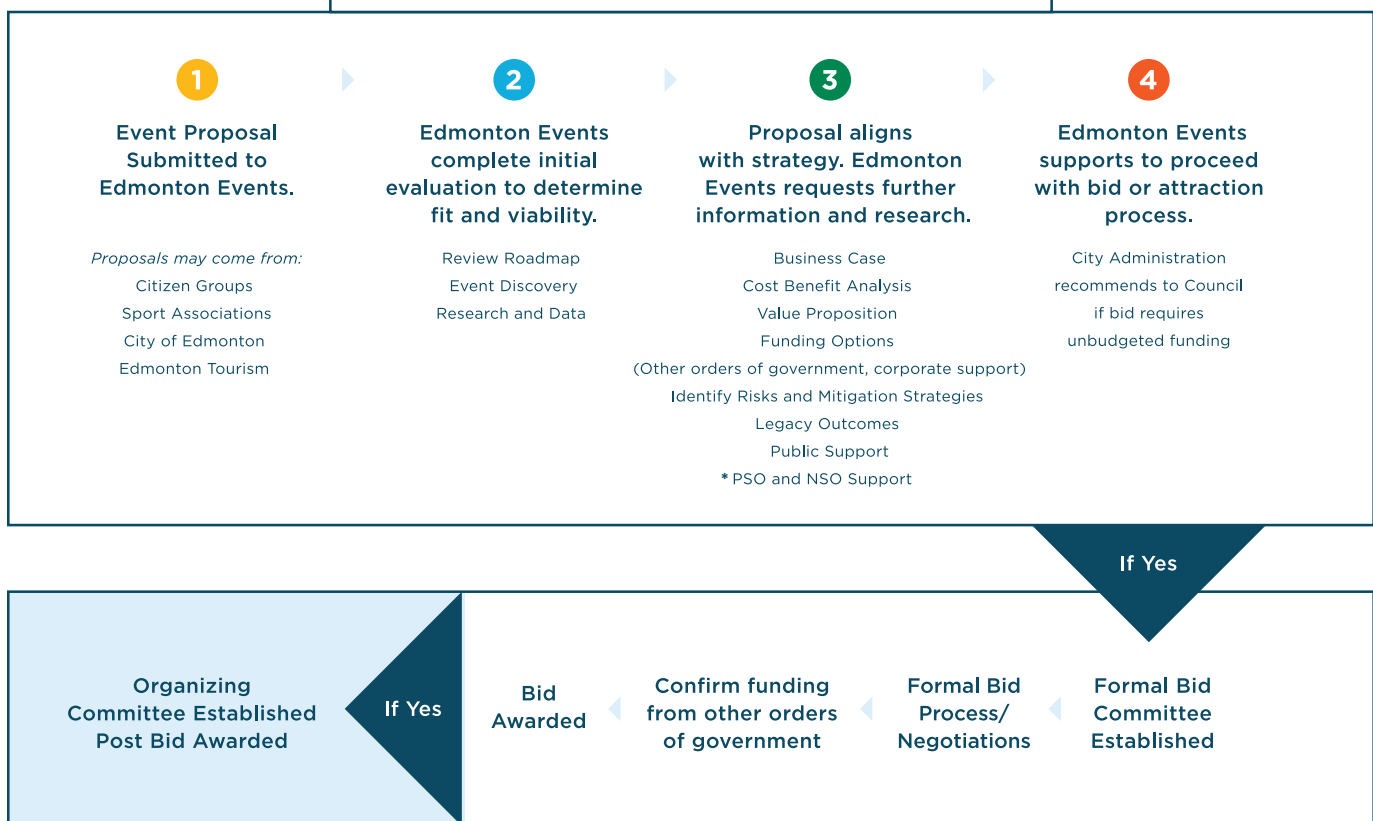
We also know that City Council has committed to meaningful engagement. This commitment was clearly articulated with the creation of the Citizens' Panel on Major Events in 2016 and was reflected in the Panel's report that noted the importance of key stakeholders (i.e. Local Organizing Committees, local sports partners) and other orders of government in being engaged early in the events attraction process.

While much has changed, events continue to shape the image cities present to the world while also diversifying their economies. Cities work hard to secure events but are becoming more strategic about choosing ones that are right for their city. This advice was clearly articulated in The Changing Field of Play report.

In recent years, the work of attracting events to the city has been driven by an innovative partnership between the City of Edmonton and Edmonton Tourism branded as Edmonton Events. As acknowledged by the Citizens' Panel, this team has brought a more strategic and focused approach in recent years to attracting, developing and hosting sports and cultural events in our city. They have leveraged the expertise, resources, relationships and experience of both organizations to create dynamic hosting opportunities, build strong local, national and global partnerships, and they have established Edmonton as a prominent international host city (see Appendix 5 for a full SWOT Analysis). The Panel recommended that this team continue in the role as bid facilitator as illustrated in the diagram below, an adaptation of the bid facilitation process included in The Changing Field of Play report.



EDMONTON EVENTS BID CONSIDERATION PROCESS



* PSO: Provincial Sport Organization, NSO: National Sport Organization

At the same time, the Edmonton Events team has also built a solid reputation for Edmonton in the event industry through a proactive and targeted campaign with event rights holders. The team has also increased Edmonton's global exposure through speaking engagements, demonstrating our expertise on panels and networking at key industry meetings and conventions which has improved our international profile and our ability to attract prestigious events to our city.



By creating a one-stop, seamless approach to event identification, bidding, attraction and hosting, Edmonton is now seen internationally as an easy and desirable city in which to play. The strong brand and winning approach were reinforced in 2016 by Edmonton Events being named Sport Tourism Organization of the Year by the Canadian Sport Tourism Alliance. Additionally, in the last two years, Edmonton has been the top Canadian city in SportCal's Global Sports Cities Index (approximately 600 cities rated) and moved up to 8th place globally in the Burson-Marsteller/Around the Rings 2017 Ranking of Sports Cities.

Significant work has been done to date, but we know that to keep Edmonton a global leader in event hosting and to optimize benefits for our city, region and citizens, we must continue to formalize our strategic processes and planning. This strategic action plan is designed to help us achieve that.





7 STRATEGIC PRIORITIES



STRATEGIC PRIORITIES

The following three strategic priorities along with their respective action items (outlined in Section 9) support Council's updated 10-year strategic goals and demonstrate the approach to selecting and supporting the sports and biddable cultural events that are the best fit for our city.

The priorities will also help us ensure Edmonton realizes the maximum benefits for our citizens, community and region. We want to build on our city's collective expertise in taking an event beyond the playing field or stage and getting the entire community involved—and not just for those who attend an event. The 2010 Grey Cup and the 2015 FIFA Women's World Cup are prime examples of how in Edmonton we make a game an event and an event an experience.





STRATEGIC PRIORITY ONE

Create greater transparency in event targeting, evaluating, funding and reporting.

STRATEGIC PRIORITY TWO

Develop and support social benefits and legacies from event hosting.

STRATEGIC PRIORITY THREE

Strengthen engagement with key event stakeholders and the community to foster support for events.

There is no single method that cities use to decide what events best fit their city. Each city has to look at its values and determine what best meets their priorities, engages their citizens and achieves their desired outcomes. In Edmonton's case, we need to look for events that support and align with the following values:

- Create vibrant community experiences and enhance sport development and active living among citizens.
- Provide dynamic experiences for Edmontonians through hosting of major cultural events (i.e. Juno Awards, Canadian Country Music Awards).
- Respect and celebrate the cultural diversity of our region and support equality for marginalized populations.
- Generate regional economic development and diversification through increased visitation, innovation, partnerships and investment.
- Promote the global reputation of our city, our citizens and our culture.
- Use a fair, economical, open and transparent process for attracting and hosting events.



As acknowledged by the Citizens' Panel on Major Events, Edmonton has successfully used the strategic approach of hosting national, signature and smaller major events to develop the technical expertise and capacity within the city to enhance our abilities to host larger major and mega events. These smaller events provide opportunities to build capacity and expertise within our civic services, volunteer community, local organizers and community activation efforts as well as build support from corporate Edmonton and citizens. This approach was taken with soccer (see Appendix 4), where Edmonton hosted three smaller FIFA events (FIFA U-19 Women's World Championship 2002, FIFA U-20 World Cup 2007, FIFA U-20 Women's World Cup 2014) before hosting the 2015 FIFA Women's World Cup™. The confidence, skill and expertise built through this effort led us to our decision to vie as a candidate host city for the 2026 FIFA World Cup™, potentially our city's next mega event.

Another example where this model has proven successful is Edmonton's approach to triathlon. Before the hosting of the 2014 ITU World Triathlon Grand Final, we hosted several smaller events, including world cup triathlons and world triathlon series events, to build up our expertise. This strategy resulted in an event that the ITU President, Marisol Casado, called "the best Grand Final ever", an especially impressive compliment when one considers the other cities—Sydney, London, Leeds, and Hamburg — that have hosted the event.

In addition to using smaller events as stepping stones to major and mega events, Edmonton Events has identified a group of core sports to help drive event attraction by providing a more focused approach to sport events that the city will pursue. This concept was developed as a strategic initiative in 2011 to provide greater focus and understanding of which events/sports had the highest potential for realizing our goals. Core sports for Edmonton are defined as meeting all or the majority of the following:

- Supports the values and goals that the city wants to achieve.
- Venues, either existing or planned, meet technical specifications for national or international sport competitions.
- Technical expertise by recognized sport leaders available within the community.
- Potential for significant volunteer and citizen interest and support including the corporate community.
- Offers opportunities to host national or international events that are financially feasible and provide the desired return on investment.
- Historic connections to the sport and community champions.



Core sports are assessed annually by Edmonton Events and currently include

- Action Sports
- Athletics
- Aquatics
- Basketball
- Cycling
- Hockey
- Soccer
- Triathlon
- Volleyball

While core sports guide us, we must remain flexible so that when strategic event opportunities arise that align with our desired outcomes and city priorities, they will be assessed using our evaluation tools to determine if they are the right fit for our city. This review would include a full business case, financial analysis, and evaluation of economic impact, social and reputation benefits and legacy. An example is Red Bull Crashed Ice in 2015 when the city and the province, backed by our young demographic, the growing popularity of action sports and the event's substantial economic impact, secured the event. The success of that event led to a return event in 2018 and also the pursuit of FISE, a summertime action sport event that Edmonton has hosted in 2016, 2017 and 2018, and now the possibility of a future World Urban Games bid.

The goal of **Strategic Priority 1** is to develop greater transparency for what events we support and pursue through a formalized evaluation and funding process. By defining the criteria and measures for assessing the social, economic and reputational aspects of an event, we can better evaluate the full impact an event could have in our community and whether it aligns with our core values in order to determine funding ranges with more objectivity. The evaluation process, along with working collaboratively with community partners and stakeholders, will guide us as we continue to evolve our event roadmap (Appendix 3) that prioritizes which events are the right fit and at the right time for Edmonton to host.

As part of our evaluation, we need to be clear how our efforts support our strategic vision and why they have become such a critical part of our community. In recent years, the reason we have hosted events has largely been for their economic impact and their ability to advance Edmonton's global reputation. While these outcomes remain essential, guidance from members of City Council and the Citizens' Panel on Major Events have shown us that community legacy and social benefits need to play a larger role to realize the full return on investment from events. Attracting and hosting major events should not only enhance Edmonton's global reputation and increase our economic resiliency, but also align with and support Council priorities and new City strategies such as Live Active:



- Provide opportunities for citizens to engage with events as active participants and inspire them to adopt active, healthy lifestyles in family-friendly environments.
- Inspire athletes with elite potential to achieve their aspirations providing access to higher levels of competition, quality venues and coaching and training opportunities.

Strategic Priority 2 aims to define the social and sustainable benefits that our city wants to achieve and to find meaningful ways to measure these outcomes.

Just as there are many questions about how to measure social impact, there are also many questions about how to ensure events are sustainable within the community. Today, many of these large-scale events rely heavily on public funding and every effort must be made to diversify funding sources where possible.

Strategic Priority 3 involves the development and implementation of a strategy to engage with corporate Edmonton to increase their support. As part of that effort, we must take a more regional approach to events, where appropriate, and recruit corporate champions who can help us increase regional support. Furthermore, recognizing the limited public resources available for event hosting, Strategic Priority 3 will advance our relationship with other orders of government to communicate our city's vision for event attraction and better manage our requests for support.

To continue to be successful in securing events, we must continue to show rights holders that Edmonton is a dynamic, innovative and open city that will partner with them to take their event to a new level. We must sustain our efforts to raise our profile, strengthen our messages and continue to advance our strategic approach. We must ensure that our planned and existing facilities and city infrastructure meet the requirements of international events and support elite athlete development, while also meeting the everyday needs of our citizens. As well, we need to advance our image as partners who work collaboratively, identify risks and seek mutually beneficial strategies. In doing so, we will maintain Edmonton's position as one of the world's premier event hosts, allowing us to retain current events and attract new ones.



8

INVESTMENT



INVESTMENT

Another critical piece to advance our efforts is to identify a dedicated funding source at the city level. Currently, investment comes from many funding sources, City of Edmonton, Edmonton Destination Marketing Hotels and private or corporate sponsorship. In addition, revenue can also come from other orders of government, event tickets, merchandise, broadcast rights and food and beverage sales.

Typically this funding supports several functions necessary to attract and host national and international events, including: rights fees, marketing and promotion, business development, community engagement and activation, hosting and evaluation.

As part of our efforts to attract sport and cultural events to Edmonton, it is critical that we have a sustainable funding source that will allow us to strategically pursue events. Mega events are in a field of their own; however, in looking at the development of sustainable funding sources, we must also consider the possibility of a reserve to help support these generational event opportunities. We are exploring options to enhance the existing Destination Marketing Fee as a funding source for events we attract, as well as for festivals with tourism marketing potential, through the Big City Charter negotiations. Funding is explored further in a separate document that looks at how to support all pillars within the Event Growth & Attraction Strategy.

We must also recognize that there is no single formula that can output the full value (economic, social and reputation) of any event investment. Tools exist to assess economic impact and to a degree reputation gains; however, as referenced earlier, social benefits remain a challenge to effectively quantify and evaluate. We will strive to balance the economic, social and reputational benefits. However, it must be acknowledged that the balance may shift depending on the event and our rationale for hosting.



STRATEGIC ACTION PLAN





STRATEGIC ACTION PLAN

This strategic action plan will help our city to attract and host sport and cultural events with even greater success.

This action plan outlines how we will advance Edmonton as a world-leading host city and align with city priorities and values.

For reference:

Edmonton Events Partnership - representatives from the City of Edmonton who attract, support and deliver events and from Edmonton Tourism who attract and support events





STRATEGIC PRIORITY ONE

Create greater transparency in event targeting, evaluating, funding and reporting

Action 1 Update event business case template (see Appendix 6 for updated draft) to ensure alignment with recommendations and information in The Changing Field of Play report

Responsibility: **Edmonton Events Partnership**

Timeline: **Completed Q1 2019**

Result(s):

- Business cases are capturing the critical information regarding the investment, benefits and risks to properly assess whether to proceed with an event and determine if it is the right fit for Edmonton
- Edmonton Events team is better positioned to fully assess impact and opportunities of an event
- Local Organizing Committees clearly understand what is required in submitting an event proposal to Edmonton Events, transparency is enhanced
- Stakeholders are engaged as appropriate
- Funders have confidence in information collected and recommendations from Edmonton Events

Action 2 Work with regional partners to initiate an inventory assessment of all infrastructure projects to ensure the needs of citizens and future event hosting can be realized

Responsibility: **City of Edmonton in collaboration with regional partners**

Timeline: **Completed Q4 2019**

Result(s):

- Stronger relationships are built with regional partners and all parties are knowledgeable of the venue assets within the region, if they are meeting the needs of citizens and the level of event that could be hosted in the current venues
- Identify any gaps in venues and other city infrastructure that prevent us from attracting key events that align with our city mandate and are best fit for Edmonton, to better inform future planning
- Ongoing updating process in collaboration with regional partners



Action 3 Maintain the event roadmap that targets sport and cultural events over the next 10 years
(see Appendix 3)

Responsibility: **Edmonton Events Partnership**

Timeline: **Evolving Document**

Result(s):

- Roadmap guides efforts and resources in determining when to host a particular event
- Advance Edmonton as a global leader in event hosting
(i.e. placement on sport event hosting rankings)
- Edmonton is up to date on emerging event trends, supports better planning
- Other orders of government are aware of and understand the roadmap to assist in their planning
- Greater certainty on event funding needs

Action 4 Develop an annual pattern of contact for targeting identified event rights holders

Responsibility: **Edmonton Events Partnership**

Timeline: **Evolving Document**

Result(s):

- Relationships are advanced and strengthened with event rights holders
- Edmonton has a strong presence at international and national sport event conferences
(SportAccord Conference, Smart Cities, Canadian Sport Tourism Alliance)
- National Sport Organizations, International Federations and other sport and cultural decision makers are regularly hosted in Edmonton
- Edmonton has a strong national and international presence and is positioned as a global leader in event hosting, remains relevant
- Edmonton is an active member of the International Association of Event Hosts and the Canadian Sport Tourism Alliance



Action 5 Provide regular communication with key stakeholders about input and progress with the strategic plan and the benefits that events provide to Edmonton

Responsibility: **Edmonton Events Partnership**

Timeline: **Completed annually in Q4**

Result(s):

- City Council, EEDC Board, Edmonton Destination Marketing Hotel and corporate Edmonton are well informed of the benefits from past events and remain supportive of future bidding and hosting priorities for the city
- Key stakeholders (i.e. Sport Canada and Government of Alberta) are informed and supportive of Edmonton's hosting efforts, and our efforts continue to align with their priorities and plans
- Post-event evaluations are completed on all attracted sport and cultural events

Action 6 Develop strong public support for sport and cultural events by providing citizens regular event benefit updates and seeking regular assessment of support levels for events

Responsibility: **Edmonton Events Partnership**

Timeline: **Ongoing, baseline established by Q3 2019**

Result(s):

- Baseline of support for events from citizens established and updated regularly
- Citizens remain supportive of the attraction of international and national sport and cultural events to Edmonton/Edmonton Metro





STRATEGIC PRIORITY TWO

Develop and support social benefits and legacies from event hosting

Action 7 Work with internal and external stakeholders on a pilot project to develop what social benefits, returns on investment and legacies we want from events that align with our values and Live Active strategy and how best to plan, support and measure them

Responsibility: **Edmonton Events Partnership**

Timeline: **Completed Q4 2019**

Result(s):

- Social benefits and legacies from events align with current City initiatives, goals and values
- Citizens value social benefits and legacies from events
- Measures are developed to better evaluate social benefits of events in the short and long term
- Short and long term benefits of events are outlined as requirements in our sponsorship agreements
- Sport and cultural partners benefit from events
- Tracking mechanism is in place to follow and compare the long-term social and community legacies from events

Action 8 Continue to advance efforts, in collaboration with event partners, to include social benefits (e.g. mass participation events, athlete development, accessible events) as part of the City of Edmonton sponsorship

Responsibility: **City of Edmonton**

Timeline: **Ongoing**

Result(s):

- Agreements all include requirements for realization of social benefits
- Social benefits and legacies from events align with current City initiatives, goals and values
- Event experiences are accessible to all citizens
- Citizens value social benefits and legacies from events



- Improved consistency in achieving social benefits

Action 9 Provide central portal where citizens can register to volunteer for national and international events

Responsibility: **Edmonton Events Partnership**

Timeline: **Completed Q2 2020**

Result(s):

- Increased citizen support and engagement with events in our community
- Citizens are aware of volunteer opportunities and how to get involved, developing their skills, expertise and experience for future opportunities
- Larger volunteer base in the community to help avoid volunteer fatigue
- Event rights holders have a central domain to promote and gather necessary volunteer resources from a credible source, expanding our one-stop shop approach to these events





STRATEGIC PRIORITY THREE

Strengthen engagement with key event stakeholders and the community to foster support for events

Action 10 Advance strategic relationships with other orders of government and share strategic plan and roadmap

Responsibility: **City of Edmonton, Edmonton Tourism - politically and administratively**

Timeline: **Ongoing, priority for next 18 months**

Result(s):

- Other orders of government are up to date with Edmonton's vision for events and have a clear understanding of the benefits that events bring to our community, province and country
- Other orders of government are aware of and supportive of the need for future support and resources and the importance of sustainability in funding
- Priorities are understood for event funding as they relate to other orders of government
- Solid relationships and pattern of contact in place at all levels - politically and administratively

Action 11 Develop and implement a strategy that will expand corporate support for national and international events while also building capacity within local organizing committees to enhance their sponsorship efforts

Responsibility: **Edmonton Events Partnership**

Timeline: **Ongoing, strong focus in 2019**

Result(s):

- Research-based strategy exists and is being implemented to expand corporate support and reduces the demand on public government funding
- Corporate Edmonton is supportive of their enhanced role in events and clearly understands how this benefits them and the city, including the development of corporate community champions
- Corporate sponsorship is increased, improving sustainability with a more balanced ratio of event funding
- Local organizing committees have increased capacity and skills to attract and retain corporate sponsors



Action 12 Develop a communications strategy to increase engagement with sports and cultural partners and citizens, establishing a baseline for community support of mega, major and signature sport and cultural events

Responsibility: **Edmonton Events Partnership**

Timeline: **Completed Q3 2019, updated as needed**

Result(s):

- Sports partners are part of the event attraction efforts and contribute to legacy development
- Citizens strongly support events
- Sports partners and citizens are well informed about the benefits of hosting events including the social legacy, community benefits, economic impact and reputation gains
- Better understanding of the type of sport and cultural events that partners and citizens support and want to see in our community
- Process in place to capture and update data from citizens as needed

Action 13 Review and expand existing efforts for community activation around major events to better engage citizens, sports partners, businesses and other organizations

Responsibility: **Edmonton Events Partnership**

Timeline: **Ongoing**

Result(s):

- Citizens, sports partners, businesses and other organizations within Edmonton have a greater awareness of and connection with events taking place in our city
- Increased opportunities (e.g. fan fests, tailgate parties, demonstration events, etc.) created for citizens to be a part of an event even if they do not purchase a ticket or attend the actual event
- The City, Tourism and corporate Edmonton are aligned on the kind of community activation that is expected for different categories of events



Action 14 Identify strategic partnerships with Edmonton Global and regional municipalities for event hosting opportunities as appropriate to better engage the region and seek support

Responsibility: **City of Edmonton, Edmonton Economic Development, Edmonton Tourism**

Timeline: **Completed within three to five years as regional discussions advance**

Result(s):

- Edmonton Metro is better aligned and working together on event attraction and hosting opportunities
- Edmonton Metro is realizing shared benefits from event attraction and hosting
- Better use of venues and facility planning based on regional needs

Action 15 Identify strategic partnerships with other national and international cities for event hosting opportunities (e.g. Red Bull, FISE, United Bid for 2026 FIFA World Cup) as appropriate

Responsibility: **Edmonton Events Partnership**

Timeline: **Ongoing**

Result(s):

- City of Edmonton has formed strategic partnerships with other cities in Canada and internationally in event hosting to share the financial responsibility and benefits
- Partnerships with other cities is helping advance Edmonton's national and international reputation

The background of the slide features a vibrant night scene of fireworks exploding over a city skyline. The fireworks are in shades of red, orange, and yellow, creating a dynamic and celebratory atmosphere. In the foreground, a geometric pattern of overlapping triangles in blue, orange, and yellow is visible, adding a modern, abstract touch to the design.

10

CONCLUSION



CONCLUSION

Edmonton's passion for events was sparked 40 years ago with the hosting of the 1978 Commonwealth Games.

That event brought Edmontonians together in a way no event had done before, by instilling new confidence in Alberta's capital city and inspiring citizens to dream about what this city could be and how they could help shape it.

It is that same passion and grit flourishing in Edmontonians today that has built a city where people want to live, work and play. We want the rest of the world to know about our city and understand what it has to offer. Events provide us with an avenue to do that.

As recommended by the Citizens' Panel on Major Events, this strategy is designed to map out a plan that provides the tools and direction to ensure event attraction is purposeful, meaningful and a smart investment. National and international events contribute significantly to the economic prosperity and vibrancy of our region, increasing its attractiveness to both citizens and visitors. These activities inject an energy into our community that complements more homegrown events, such as Edmonton's International Fringe Theatre Festival or the Edmonton Heritage Festival, while also creating opportunities for national and international networking.

As part of our ongoing efforts we need to ensure that, where possible, our efforts complement and align with the other pillars in the larger strategy while contributing to the city's vision. In order to ensure this Attraction Plan remains relevant, this document will be reviewed annually and updated as needed to align with city priorities and global changes in the event world. The creation of a clear funding source, whether through legislative changes, increased corporate support or adoption of a regional model, for event attraction is critical to allow us to bring this plan to life and continue to advance Edmonton as a national and international leader in event hosting.



Furthermore, we need to continue to keep citizens at the heart of our event efforts by ensuring that bids and events are backed by community, public and private players. Legacy efforts must be evident and promote the city's priorities so that support for investing in events remains strong. By staying at the forefront of our game we can assist the city's long term planning objectives and leverage our collective strength while mitigating perceived risks.

Many things have changed in the world of event hosting since the 1978 Commonwealth Games in Edmonton. But what has remained is the unique way that events bring people and communities together. That beautiful play, captivating performance, incredible victory or heartbreaking loss—these moments move and inspire people. Through this plan we can elevate and expand these moments into our long-term vision of ensuring every sport and cultural event achieves a legacy that creates a more vibrant, inclusive, healthy and prosperous Edmonton.





11

APPENDICES



APPENDIX ONE

Principles & Key Components for a Sports Events Strategy

As outlined by the Citizens' Panel on Major Events, below are the suggested principles and key components for a sports events strategy.

PRINCIPLES

- 1 Building on What We Have to Secure the Future We Want
- 2 A Future Focus
- 3 A Regional Approach
- 4 Collaboration
- 5 Financial Sustainability
- 6 Securing Legacies
- 7 Inclusion

KEY COMPONENTS FOR A SPORTS EVENTS STRATEGY

- 1 Stay Ahead of the Curve
- 2 Consider Regional Potential
- 3 Support the City's Long-Term Planning Objectives
- 4 Leverage Strength and Mitigate Disadvantages
- 5 Build Capacity
- 6 Foster and Employ Community Leadership and Partnership Models
- 7 Assess the Range of Legacies and Plan Accordingly
- 8 Develop Pragmatic After-Use Strategies for Event Infrastructure
- 9 Align with Federal and Provincial Strategies, Priorities and Policies



APPENDIX TWO

Definitions

EDMONTON EVENTS

Edmonton Events is a unique partnership between the City of Edmonton and Edmonton Tourism mandated to attract international and national sporting and biddable cultural events to Edmonton. The partnership consists of representatives from the City of Edmonton who attract, support and deliver events and from Edmonton Tourism who attract and support events.

STAKEHOLDERS

For this action plan, stakeholders refer to Council, the EEDC Board, Edmonton Destination Marketing Hotels, event participants, spectators, volunteers and citizens in general.

PARTNERS

For this Attraction Plan, the term partners refer to other organizations that are also investing in the events attracted through the efforts outlined in the plan. These would include: other orders of government, local organizing committees, local bid committees and key corporate funders.

CANADIAN SPORT TOURISM ALLIANCE

(CSTA) an organization dedicated to increasing Canadian capacity to attract and host sport tourism events through enhancing the image and profile of the sport tourism industry, facilitating networking and educational opportunities, developing industry tools, coordinating research and data collection and establishing Canada as a preferred sport tourism destination.

INTERNATIONAL ASSOCIATION OF EVENT HOSTS

(IAEH) an organization that provides a platform for cities to learn from the successes and challenges of hosting major events, share bidding and hosting knowledge and generate greater long-term social and economic benefits from hosting events.



SPORTACCORD WORLD SPORT AND BUSINESS SUMMIT

(SportAccord) is the leading annual international sport conference event at the service of sport. It is focused on driving positive change internationally and dedicated to engaging and connecting rights holders, organising committees, cities, press and media, businesses and other organisations involved in the development of sport.

SMART CITIES AND SPORT SUMMIT

(Smart Cities) is a prestigious conference attended by more than 300 representatives from around the world focused on smart strategies that effectively connect sport and cities.

EVENT CATEGORIES

As outlined by the Citizen's Panel on Major Events, below are the suggested event categories:

MEGA EVENTS

These are large-scale multi-sport, or in some cases single sport (FIFA World Cup), international events that generate significant global interest, and which would be expected to deliver significant benefits to Edmonton, Alberta and Canada. Mega events include a major bidding effort and require a high degree of investment, both capital and operating, from all orders of government. These events can be preceded by large scale capital projects, including the construction of new venues, upgrades to existing sites and other supporting infrastructure. A stand-alone organization, with a dedicated budget, is usually established to design, develop and manage the entire event from start to finish. Because of their global profile, and the fact that the current global climate is becoming more complex and expensive, the security requirements for mega events are significant. In addition to the World Cup and Commonwealth Games, other examples include the Olympics, IAAF World Championships, the Pan-American Games, Universiade and World Expositions.

MAJOR EVENTS

Similar to mega events, major events can be either multi-sport or single-sport events that would be expected to deliver benefits to the city, province and country, as well as attract international attention. Where they differ from mega events is the intensity of their global reach and appeal. These events usually feature a bid process, although today some are negotiated between a host city and organizers. An independent local organizing committee guides design, development and management of these events. Examples include International Triathlon Union Grand Final, FIFA Women's World Cup, Red Bull Crashed Ice, Grey Cup, World Junior Hockey Championships, Ford Men's World Curling Championships, the Invictus Games, Junos and Canadian Country Music Awards.



SIGNATURE EVENTS

Signature events, unlike mega and major events, are recurring events. These events can have an international profile, however, are generally regional, provincial or national in their appeal. The events would provide economic benefits for Edmonton and Alberta, as well as enhance their respective sport's profile nationally (and potentially internationally). As these events evolve and mature they can offer an important test opportunity for the hosting of major events. Examples include Edmonton Grads International (Basketball) and ITU World Triathlon Series. Culturally there are currently no events identified for attraction that would fit within this category, however, in the future, events such as the Canadian Cooking Championships or the Canadian Ice Carving Championships could align with the City's Winter City initiative.

GROWTH EVENTS

Typically these are newer events, whose footprints can range from local, regional or provincial to national or international (although there are more of the former than the latter). What makes growth events different is their potential to evolve into major or signature events. The events provide opportunities to increase the capacity, experience and credibility of Edmonton as a host, and can create and nurture homegrown events that enhance the sustainability of the events industry. As these events evolve and mature, they can offer an important test opportunity for the hosting of major events. Growth events can also bolster community engagement and development, advance hosting skills in the community and improve citizen participation. Examples include FISE (Festival International des Sports Extremes) and Hlinka Gretzky Cup.

NATIONAL/PROVINCIAL EVENTS

While National and provincial-level championships and competitions may involve a bid, organizers today are starting to negotiate directly with cities. These events use existing facilities, do not require significant capital investments and can be used to build strategic relationships and reputation prior to bidding for a major event. Alternatively, if a major international event has been secured, a national or provincial level event provides an opportunity to test the organization for the larger event. These events would be expected to have a significant economic impact on Edmonton and build the city's reputation provincially and nationally. Examples would be Skate Canada, Volleyball Super Nationals, Pan Am Judo Championships and the Brier/Scotties Canadian Curling Championships.



APPENDIX THREE

Event Roadmap & Event Hosting Frequency

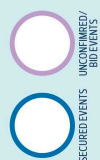
As outlined in the Citizens' Panel on Major Events, below is the suggested frequency for the type of events Edmonton will seek to host:

- One mega event every 20 to 30 years
- At least six major events every 12 years
- Three recurring (i.e. signature) events annually but allowing for other opportunities if they arise

See road map on page 50



AS OF JUNE, 2018




- Invictus Games
- North American Indigenous Games
- World Urban Games



APPENDIX FOUR

Sport Hosting Progression

The following is a sample of a document relating to core sports that we have rich history in hosting and demonstrates both the progression of events we have hosted as well as the sport development outcomes.

SOCCER		 EVENT TIMELINE	
Pre-World Cup Canada-Brazil Friendly	1994	1993	Men's World Cup Qualifying Canada vs Australia
U19 FIFA Women's World Cup	2002	2000	Men's World Cup Qualifying Canada vs Trinidad & Tobago
U20 FIFA Women's World Cup	2014	2007	U20 FIFA Men's World Cup
National Championships U-15 Cup	2019	2015	FIFA Women's World Cup
		2026*	FIFA World Cup
		OBJECTIVES <ol style="list-style-type: none">1. Host city for 2026 FIFA World Cup and other high-quality international soccer events2. Facilitate the growth of the men's game in Canada (hosting of friendlies, CPL, training venues)3. Accessibility and popularity; teach and inspire children and youth to be active	



APPENDIX FIVE

SWOT Analysis

STRENGTHS

- City of Edmonton and Edmonton Tourism partnership - unique, one-stop shop model for event identification, attraction, hosting and delivery
- Local champions and expertise in the city that want to host world-class events
- Global sports reputation has increased (sport rankings, awards)
- Dedicated funds to attract events
- Strong commitment and dedicated team that supports marketing and community activation for events
- Edmonton Events team includes (or has access to) experts in the events world
- Proven record of hosting events successfully, leading to a generally favourable view of the city
- Willingness to try out a new event (RedBull Crashed Ice, FISE)
- Strong and trusted relationships with Event Rights Holders
- Diverse sport venue infrastructure that meet technical specifications for international sport competitions
- Volunteerism in the city and region
- A leading university in the field of sport and recreation
- Young and diverse demographic
- Master plans for development of city sport and recreation infrastructure
- Growth of public transit infrastructure and how that supports events



WEAKNESSES

- No readily accessible funds available to support certain major and mega events
- Lack of standardized funding assessment tool for events
- Need for consistent measurements around return on investment (social, economic and reputational benefits)
- No global standard for measuring social and community benefits
- Some venues (i.e. Kinsmen Pool and Commonwealth Stadium) need updating to meet evolving international and national technical requirements
- Limited capital resources to support facility development and enhancements to support major events
- Limited environmental sustainability initiatives around events
- Shortage of four and five star accommodations in Edmonton (primarily required for Mega level events)
- Varying capacity of local organizing committees to deliver national and international events which often requires increased support in implementation from the City of Edmonton and Edmonton Tourism
- Limited corporate support for events at this time, competing with other initiatives and marketing focuses

OPPORTUNITIES

- Four unique seasons enables a variety of events to be hosted
- Edmonton and region has sufficient population to support all levels of events
- Opportunity to connect events with corporate Edmonton more effectively (corporate social responsibility programs, marketing rights, etc.)
- Event roadmap outlining targeted events over the next 8-10 years to be communicated to relevant stakeholders
- Updated strategy can be communicated with stakeholders
- Create baseline measurement for community support for events
- Discovering new and trending events that support Edmonton's city vision and brand
- New funding model to support event attraction (Big City Charter)



- Leveraging Canada's positive and safe global reputation
- Edmonton's growing global reputation (culinary, attractions, etc.)
- Partnerships with local tech-based companies on innovation opportunities (TEC Edmonton, etc.)
- Partnerships regionally and with other cities in Canada are starting to form
- Increased negotiations on event rights fees
- Proactive in developing event bidding and hosting legacy outcomes
- Professional sports scene assists with support for events

THREATS

- Limited air service in terms of direct routes and aircraft size
- Remote location, perceptions of cold climate year round
- Climate change and changing regulations from other orders of government in this area
- Competing against other major cities globally that have significant budgets for events and can easily commit future funds
- Political and public support for funding major events could diminish given competing priorities
- Negative perception of some international federations and their events
- Instability in funding from all levels of government
- Public unclear on value (short and long term) of hosting events
- Corporate Edmonton does not contribute and reliance on public dollars continues



APPENDIX SIX

Business Case Template

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Executive Summary

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Budget

Funding Strategy

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Recommendations, Review and Approval Process

Recommendations

Business Case Sign Off

EXECUTIVE SUMMARY

The Executive Summary contains a concise summary of the key highlights of the sporting or cultural event business case. It briefly outlines the “Why, What, When, Who and How” of the proposed event. This defines how the event will impact the sport and recreational or cultural community as well as provide economic and reputational benefits to Edmonton.

BACKGROUND

Opportunity

This section provides a brief description of the event opportunity, describes the history leading up to the current state and future goals that relates to the general opportunity of this potential event.

Vision, Mission & Objectives



Bid & Local Organizing Committee

This section includes an overview of the Bid/Local Community Organization and event organization.

- Organization structure: how is the group organized, including roles, responsibilities, decision making process and membership
- Describe any affiliations with other organizations
- Describe the hosting experience of your organization
- Bid/Local Organizing Committee: Overview of Organization/Partners/City or Tourism representatives who will be involved in the project
- Contact information of key contacts

EVENT DESCRIPTION

This section provides a summarized description and context/rationale for the event.

General Facts

- | | |
|--|---|
| • Official event name | • Number of countries represented |
| • Date of event | • Number of participants or performers |
| • Rights holder of the event | • Number of spectators |
| • Event producer/promoter | • Number of volunteers |
| • Bidding/hosting cycle of the event | • Event schedule/duration of event |
| • Competitor demographics (age, gender) | • Events in this sport or cultural realm that Edmonton has hosted |
| • Future host cities | • Number of teams (if applicable) |
| • Recent host cities | |
| • Last time Edmonton hosted the event | |
| • Last time Canada/North America hosted this event | |



Venue/Infrastructure Needs

- Proposed venue(s)
- Description of the current situation of the venue(s)
- Existing venue or new construction/upgrades?
- If existing, who owns the venue?
- Is there a secondary venue option within the region?
- If infrastructure/upgrades are needed, list all builds/upgrades required to meet requirements:
 - Permanent construction
 - Temporary fit-out
 - Date of construction, present state, etc.
- How will the upgrades or new builds benefit the community?
- Do the upgrades or new infrastructure align with park and/or facility master plans?
- What is the availability of venue?
- If City owned, how long will citizens or community partners be displaced from using this venue?
- Commissioning of the venue
- Operation of the venue during the event
- Decommissioning after the event
- Sponsorship issues at the venue
- Will an environmental impact assessment need to be completed for this event? (contact your City liaison to confirm)

EVENT BENEFITS & ANALYSIS

This section outlines what the local community, social, reputational and economic outcomes this event and/or event series accomplish, in clear and measurable terms within a specified time frame. These objectives can be used in a post-implementation review to assess the success of the initiative. Where applicable define how each benefit will be measured.

Strategic Alignment

In this section outline how the sporting event advances both the strategic direction of your organization, City of Edmonton strategic priorities and Edmonton Events Sport and Cultural Attraction Plan. Where possible, include the direct initiative(s) from the City of Edmonton reference documents below that align with the event benefit.

Edmonton Events Sport and Cultural Attraction Plan
City of Edmonton Council's Strategic Plan 2019-2028
City of Edmonton Live Active Strategy
Edmonton Arts Council 10-year Arts and Heritage Plan



Economic Impact

This section outlines what the economic benefit will be to the Edmonton, Alberta and Canada (if applicable) and how the event will help diversify Edmonton's economy:

- Economic measures from past events
- Anticipated economic impact from event hosted in Edmonton in current year dollars
- Estimated GDP
- Estimated room nights
- Taxes
- Job creation (temporary and permanent)
- Infrastructure investment
 - Is this infrastructure currently planned for?
 - Will this event help expedite the process?
- Corporate investment
 - Are there any marketing rights that Edmonton Tourism and City of Edmonton receive?
 - What local sponsorship opportunities are there?
 - What corporate support have you obtained from the community?

Brand and Reputation

This section outlines how Edmonton's reputation both nationally and internationally will benefit from hosting this event:

- Level of media exposure (international, national, regional/local)
- Broadcast (live, delayed, streamed, geographic regions, do they align with Edmonton Tourism geo-markets?)
- What other cities has this event recently been held in?
- Do you have an interested broadcaster?
- Who has broadcasted this event in the past?
- Digital and social media measures of the event
- Social media influencers attending/connected to the event
- Is this a qualifier event?
- SportCal's GSI ranking of the event (if applicable)

Social and Community Facts

This section provides a synopsis of what is happening currently within the different regions (locally, provincially, nationally, internationally) in regards to this sport or cultural activity specifically, including:

- Current and recent (five year) participation trends
- Growth in the past 10 years and future outlook
- Current development programs
- Participant demographics
- Factors currently impacting participation



Social Development

This section provides plans on how this event will increase the participation in this sport or cultural activity and/or how the event will provide opportunities for Edmontonians to be active and engaged and/or increase civic pride:

- What has been the attendance range of past events?
- What is the anticipated attendance if the event were in Edmonton?
- How did this event contribute to the local sporting or cultural community in past host cities? (e.g. legacy projects, training, camps, clinics, mass participations, “learn to” programs, coaching, teaching, school programs, curriculum development, high performance/elite development, grassroots development)
- Will this event increase the availability of and access to sport or cultural facilities? (e.g. new infrastructure that is needed, upgrades that are needed thereby creating community legacy)
- How is this event accessible to marginalized groups in Edmonton? (e.g. if the event is not free, will there be tickets available for marginalized groups, free activations/celebrations within the community?)
- What experiential and cultural activities are associated with the event?
- What are your plans for community activation?
- Does the event have environmental sustainability initiatives?
- Will there be skill development and training for local citizens? (e.g. LOC’s, technical officials, coaches, volunteerism, venue staff, other)
- How many volunteers are needed? What are your recruitment plans?
- Innovation and sustainability that comes from hosting the event (e.g. use of new technologies, upgrades to existing systems)
- Are there opportunities for knowledge transfer with other local organizing committees?
- Other legacies from hosting the event - pre and post event?



MAJOR MILESTONES

What are the high-level milestones and deliverables pre, during and post event with timelines/deadlines for each (bid submission, site visits, test events, marketing plans, operational plans, final reports) - ensure to capture these in your overall budget.

High-level Milestones/Deliverables, Start Date & End Date

EVENT BUDGET

Provide a summarized listing of the costs that reflects the total cost to achieve the desired benefits.

Event Budget

Event Bid Phase Cost Estimates

Executive Management, lobbying, travel, consultants, office, bid document preparations, etc.

Event Delivery Cost Estimates

Operating: Rights Fees, Executive Management, HR, Consultants, meeting costs and expenses; Sponsorship delivery, Communications, Media Services, Competition/Cultural Program, Venue, Participants, VIPs, Officials, Volunteers, Food Services, Transportation, Accommodation, Uniforms, Ceremonies, Medical, Technology, Security, Broadcast, Legacy, Civic Services (permitting, policing, Fire, Food & beverage, etc.), Contingency, etc.

Capital: Venue development; rehabilitation; equipment; etc.

Project Revenue Sources: Government and Institutions (cash & in-kind), Venues Owners (in-kind), Sponsorships (cash and in-kind), Registration/Participation fees, Commercial Revenue (ticketing, merchandising, food & beverage, Expo, banquet and receptions, program sales, other (donations, Interest, equipment sales post event)

Funding Strategy

Define the funding strategy for the event including information on what you will do if grants are not received - note if this event qualifies for or has secured other government funding and if this event is supported by the other governing bodies (if applicable).

**Assumptions**

All assumptions used to determine costs and benefits, both quantitative and qualitative, should be clearly documented.

CRITICAL SUCCESS FACTORS

This section identifies items that contribute to the successful realization of the event. Identify success criteria and measurements. Examples of critical success factors: funding support, in-kind support, local community involvement, local community legacy deliverables.

STAKEHOLDER IMPACT

List all interested parties that may be impacted (positively or negatively) by this event. Categorize the parties between internal/external and primary (directly impacted and involved in the initiative)/secondary (impacted but is not directly involved in the initiative). For each party include an overview of their stakeholder/business requirements of the initiative.

Stakeholder/Partner

Type of impact (negative/positive)

Description and Mitigation Plan

KEY RISKS AND MITIGATION STRATEGY

Some initiatives will have a risk that will significantly limit or prevent the organization from achieving their objectives. Note significant risks, the probability of the risk occurring and the impact if it does and the planned strategy to mitigate or address the risk. This can include items such as weather, stakeholders, residents, funding, sponsorships and high level event hazards.

Risk Factors

Impact/Probability

Mitigation Strategy



FOR INTERNAL PURPOSES ONLY

Recommendations, Review and Approval Process

Recommendations

This section will make specific recommendations on proceeding with the initiative.

Business Case Sign Off

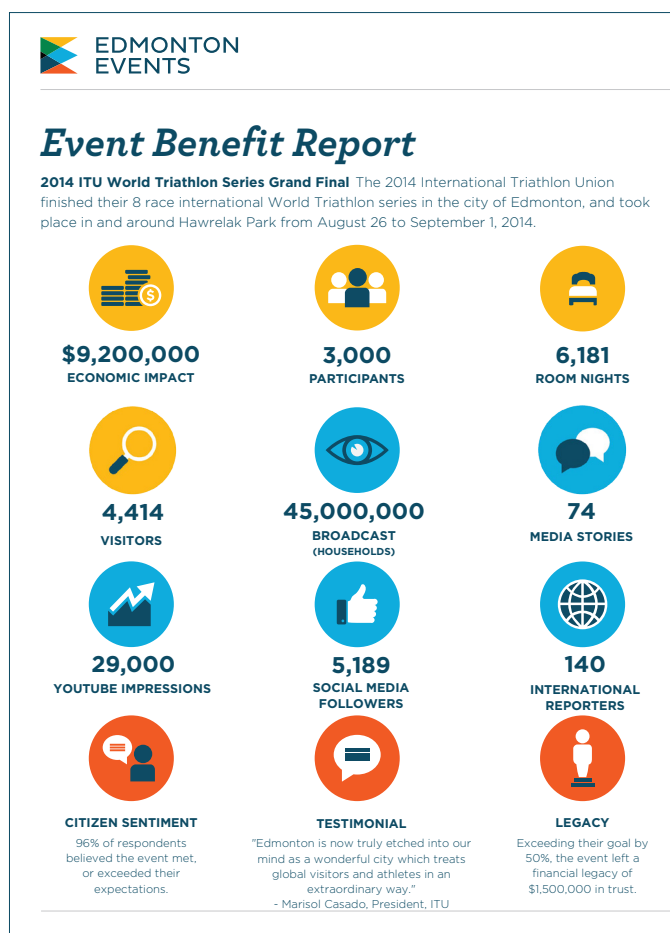
The business case should be signed and dated by the approving signing authority, indicating whether or not the business case is approved. If applicable, approval conditions should be identified. If the business case is not approved, reasons for the decision should be documented.





APPENDIX SEVEN

Event Benefit Report Samples



Definition of Terms



Economic Impact

Industry Output an alternative representation of the total value of production of goods and services in the economy, which sums the value created at each step of a production process. Differs from GDP in that Industry Output is a gross representation, and GDP is a net representation. For example, consider a shoemaker who buys \$40 worth of leather, 10\$ worth of rubber, and creates a pair of shoes worth \$100. The GDP value of this shoe production is \$100, while the Industry Output value is \$150. For this reason an event's contribution to Industry Output will always be equal to or greater than its contribution to GDP.

Participants number of people participating in the event.

Room nights total number of hotel rooms utilized during the event dates.



Community Impact

Citizen sentiment anecdotal from social media, using key word searches to gauge

Civic Pride anecdotal from social media, using key word searches to gauge

Legacy

1. Financial
2. Facilities
3. Programs
4. Knowledge



Image & Reputation

Estimated Reach estimated people reached by media stories placed in specific outlets around major events.

Viewership a broadcast audience with respect to size or makeup.

Quality Score The new measurement system evaluates the desirable elements in stories and assigns a quality score to each story. We will also assess aspects that might dissuade a reader/viewer from visiting Alberta (i.e. negative messages/myth, recommends not visiting, etc.) The key data measured in our quality score includes:

1. Call to action - website link, social media handle or phone numbers
2. Images/Visuals
3. Key tourism experience(s) we are promoting in that market
4. Key messages for that market
5. Whether the story appeared in a targeted tier 1 media outlet and is therefore reaching a desired audience

Impressions (video/ad) number of people who have been exposed to our seen an ad/video (basically how often your ad has been seen)

Social Media Engagement the unique number of people who interacted with a piece of content. ?Users who liked, commented, shared retweeted or clicked.

Web visitors Google now refers to these as "Sessions," it refers to the number of people who have visited our website or a specific page within the website.



**EDMONTON
EVENTS**
A CITY OF EDMONTON AND
EDMONTON TOURISM PARTNERSHIP



Event Benefit Report

FIFA Women's World Cup Canada 2015 Canada hosted the FIFA Women's World Cup Canada 2015 from coast to coast between June 6 and July 5, and was the largest single sporting event ever hosted in Canada.



\$26,300,000
ECONOMIC IMPACT



305,692
TICKETS SOLD



3596
ROOM NIGHTS



166,829
VISITORS



750,000,000
BROADCAST DISTRIBUTION



19 Million
MEDIA STORIES



7.8 Billion
DIGITAL SECONDS
ENGAGED



225 Million
WEBSITE PAGE VIEWS



178%
INCREASED
WEB VISITORS



CITIZEN SENTIMENT
96% of respondents
believed the event met,
or exceeded their
expectations.



TESTIMONIAL
"FWWC [broke] all-time viewing
figures, now 2nd most watched
FIFA tournament after FWC"
-FIFA.com-



LEGACY
Sport Development &
Excellence; Engagement &
Education; Economic
Development; Environmental
Stewardship; Social Inclusion,
Culture & Community; Good
Governance

Definition of Terms



Economic Impact

Economic Impact represents the change in Alberta's Gross Domestic Product (GDP) resulting from the event's visitor, operating, and capital expenditure. Economic impact considers the full direct, indirect, and induced effect of the event on GDP (see below for definitions).

Tickets Sold number of tickets purchased with reference to attendance during the event.

Room Nights total number of contracted hotel rooms Edmonton Events facilitated during the event dates.

Visitors total projected number of visitors who made day and overnight trips to Edmonton.



Image & Reputation

Broadcast Distribution total number of households a broadcast was consumed in, as opposed to the total number of households distributed to.

Media Stories total number of news stories published digitally, via print or otherwise that reference or feature the event in question.

Social Media Engagement the unique number of people or who interacted with a piece of content. Users who liked, commented, shared retweeted or clicked.

Impressions number of people who have been exposed to or seen an ad/video (basically how often a ad/post has been seen)

Web visitors Google now refers to these as "Sessions," it refers to the number of people who have visited our website or a specific page within the website.



Community Impact

Citizen sentiment anecdotal from social media, verbal, or otherwise using key word searches to gauge

Testimonial anecdotal from social media, verbal, or otherwise using key word searches to gauge

Legacy

1. Financial
2. Facilities
3. Programs
4. Knowledge
5. Volunteers



**EDMONTON
EVENTS**
A CITY OF EDMONTON AND
EDMONTON TOURISM PARTNERSHIP



Event Benefit Report

2017 Ford World Men's Curling Championship Held April 1 through 9, the 2017 Ford World Men's Curling Championship was a single-sport curling event. Twelve teams from around the world competed in 22 draws at Northlands Coliseum.



\$3,200,000
ECONOMIC IMPACT



85,218
SPECTATORS



5,642
ROOM NIGHTS



4,844
VISITORS



15,528
PAGE VIEWS (ET)



4,837,000
NATIONAL VIEWERS



CITIZEN SENTIMENT
96% of those who attended the event said they had a great or good experience.



TESTIMONIAL
"Edmonton put on a first class show! Everything went extremely (well) ... I sincerely hope that we return there in the not too distant future."
- Kate Caithness
President, World Curling Federation



VOLUNTEERISM
Over 550 volunteers annually contribute to the success of the event

This document represents select signature events, calculated through Gross Domestic Product by a third party economic impact assessment

Definition of Terms



Economic Impact

Economic Impact represents the change in Edmonton's Gross Domestic Product (GDP) resulting from the event's visitor, operating, and capital expenditure in Edmonton (Provincial GDP totaled \$3.8 M). Economic impact considers the full direct, indirect, and induced effect of the event on GDP (see below for definitions).

Spectators total number of live spectators.

Room Nights total number of contracted hotel rooms Edmonton Events facilitated during the event.

Visitors total number of out of town visitors to Edmonton.



Image & Reputation

Web visitors Google now refers to these as "Sessions," it refers to the number of people who have visited our website or a specific page within the website. The figures refer to page views on the Edmonton Tourism (ET) website.

National Viewers BBM reported this figure as the total number of Canadians aged 18+ who watched at least some part of the broadcast.



Community Impact

Citizen sentiment anecdotal from social media, verbal, or otherwise using key word searches to gauge

Testimonial anecdotal from social media, verbal, or otherwise using key word searches to gauge

Legacy

1. Financial
2. Facilities
3. Programs
4. Knowledge
5. Volunteers

