



OBJECTIVE	ACTION PLAN	TIMESCALE	SUCCESS INDICATORS
<p>Establish and implement a framework for a Night Mayor and accompanying Nighttime Economy Alliance.</p>	<p>Appointment or Election of a Night Mayor for the City of Edmonton.</p> <p>The Night Mayor will:</p> <ol style="list-style-type: none"> 1. Represent Edmonton's nighttime economy strategies and agendas at a municipal level. 2. Facilitate the creation of a Nighttime Economy Alliance for the City of Edmonton to act as a city-wide partnership for key stakeholders and community representatives involved in Edmonton's ENTE. 3. Set up the alliance membership from the following organizations and bodies: <ul style="list-style-type: none"> ◦ Explore Edmonton, the City of Edmonton, Edmonton's BIAs, Edmonton Police, Licensing Authority, Business and Cultural Venues, Hotels and Hospitality Venues, a representative from the Indigenous Community, Transportation, AGLC, Alberta Health Services and any other relevant stakeholder groups. 4. Create internal project plans with KPIs and goalposts to assign tasks within the strategy implementation. These should be reviewed at the Nighttime Alliance meetings. 5. Organize and chair an annual program, including: <ul style="list-style-type: none"> ◦ Monthly Nighttime Alliance Meetings ◦ Quarterly round-table events to gather feedback from businesses and community groups ◦ An annual conference to bring together thought leaders in the NTE space. <p>The Nighttime Economy Alliance will:</p> <ol style="list-style-type: none"> 1. Develop a marketing strategy and create an identifiable name, logo, tagline, hashtag, website, and community engagement methods for The Nighttime Economy Alliance. 2. Curate and update a website for the Nighttime Economy Alliance to be used as a tool to inform residents and consumers of what work is currently underway. 3. Working with EPS and the City of Edmonton, create a data protection protocol to enable and facilitate sharing of real-time information and data and the creation of a data dashboard, including: <ul style="list-style-type: none"> ◦ Crime data, alcohol and health data, composition data, foot traffic data, perceptions, patronage, and economic growth. 	<p>2023-2024</p>	<p>35% increase in the perception of partnership working between businesses.</p> <p>10% increase in the perception of support received from regulatory bodies.</p>
<p>Creation of a Nighttime Inventory.</p>	<p>The Night Mayor and Nighttime Economy Alliance will commit to collating and regularly updating a nighttime inventory of Edmonton to be made publicly available on the Nighttime Alliance Website. This should include the following:</p> <ol style="list-style-type: none"> 1. Commission monthly reports on ENTE footfall data with a breakdown of time indicators. 2. Commission quarterly ENTE business reports establishing expenditure trends and transaction value within the ENTE sector. 3. Collate a full list of all current nighttime economy venues and businesses operating in Edmonton after 5pm. 4. Work with business and educational facilities to collate a full list of all current nighttime economy venues and businesses providing student, under 18's, non-drinking, LGBTQIA2s+, family, or other specific or targeted events or discounts. 5. Collate a calendar of annual events, including: festivals, outdoor events, indoor events, night markets, sporting events, and seasonal or holiday events. 	<p>2023-2024</p>	<p>20% increase in awareness of activities, events, and businesses operating in Edmonton after 5pm.</p> <p>10% increase in footfall at featured events, activities, and businesses operating in Edmonton after 5pm.</p>
<p>Creation of a city-wide culture and creativity action plan.</p>	<p>The action plan should consist of the following activities:</p> <ol style="list-style-type: none"> 1. Review of current spaces and places where street art and animation could be used to improve the vibrancy of Edmonton. 2. Develop and submit funding applications for implementing creative animation and street art projects, working with local art collectives and artists. 3. Identification of important historical and cultural information for the development of QR codes that can be placed throughout the city to promote the history and heritage of Edmonton. 4. Collaboration between The Nighttime Alliance and Edmonton's licensing and regulatory bodies, such as the AGLC and the PSCT, to assess opportunities for increased activity in the open space areas of Downtown Edmonton, Whyte Avenue and the surrounding area, focussing on; <ul style="list-style-type: none"> ◦ Street Food Markets. ◦ Night markets. ◦ Street entertainment or theater. ◦ Local vendors showcase markets. ◦ Street closures for cultural events. 5. Create a governing body for the festivals to help them collaborate better with the city. 	<p>2023-2024</p>	<p>10% increase in the perception of vibrancy after 5pm.</p> <p>5% increase in the number of events, festivals, and experiential activities after 5pm.</p>
<p>A robust engagement strategy should be created for sustainable access to the ENTE and information sharing with new initiatives.</p>	<p>The engagement strategy should include the following activations:</p> <ol style="list-style-type: none"> 1. Annual e-surveys should be conducted, including; transportation, consumer usage trends, worker usage trends, student usage trends, and perception surveys. 2. In conjunction with the Night Mayor's annual program, night surgeries should be held by city council representatives and the night mayor quarterly to address any current issues being experienced by Edmonton's population at night. 3. Develop a series of research and engagement pieces to consider the current nightlife offer for the following community groups: <ul style="list-style-type: none"> ◦ Indigenous Communities, LGBTQIA2s+, Persons with disabilities, Racialized or visible minorities, Religious Groups, New to Canada, Under 18's, Families, Students, and non-drinking persons. 4. A feasibility study relating to the future implementation of an Edmonton 'City Pass' that works with venues, transportation and hotels to promote internal and external tourism and allow for lower-priced parking, public transport, room hire, and event access rates when going to events or staying in the city. 5. A review of current engagement practices available for different community groups (as listed above). The review should take into consideration the following: <ul style="list-style-type: none"> ◦ Access to reporting services for experiences of hate crimes or abuse ◦ Methods of communication and language used. ◦ Consultation and engagement forums. ◦ Inclusive marketing and promotion. ◦ Sensitivity and cultural training for main points of contact. 	<p>2023-2024</p>	<p>Average of 1000 responses per e-survey.</p> <p>15% increase in the number of residents actively participating in night surgeries should increase over time.</p> <p>20% increase in engagement with racialized or minority populations.</p>
<p>Development of a public realm master plan for Edmonton.</p>	<p>Edmonton's Public Realm Master Plan should include the following provisions and programs:</p> <ol style="list-style-type: none"> 1. Regular audits should be performed by the Nighttime Alliance to assess the themes highlighted in this report. Subsequent reports should be authored and shared amongst key stakeholders. 2. Development of a guide to Public and Private Realm considerations to be shared with stakeholders and developers to ensure cohesion throughout Edmonton at night. 3. Identify and implement creative lighting solutions across Edmonton's Downtown core to encourage walking routes and safety in the city. 4. The installation of additional LED lighting in LRT stations and stairways. 5. The Nighttime Alliance and Police should work together to assess the feasibility of installing additional CCTV cameras. This work should include; <ul style="list-style-type: none"> ◦ An overhaul of existing processes relating to communications between departments, training and information sharing, ensuring fibre internet connections are available at potential sites of cameras, identification of high-risk areas that would benefit from the installation of cameras, training of staff on the technology and usage of the equipment, and infrastructure put into place(including lighting) to aid in the overall efficacy of the initiative. 6. Signage installations throughout the city, directing to landmark locations and highlighting their walking distance (e.g., Rogers Place - 5 Mins, Chinatown - 12 minutes, Coffee Shop - 8 Mins) to promote walkable areas and increase ease of transportation. This could also take the form of innovative artwork installations that can act as city 'waypoints' to increase vibrancy. 7. Review the current procedures relating to waste management, street cleaning and collection, specifically paraphernalia clean-up. 8. Review of the impacts of the broader use of CCTV cameras and the surveillance associated with them. Policy should be developed in line with existing laws. This could be a specialized Public Safety Charter that outlines the powers that the Police have regarding the use of CCTV or a new unit that works alongside the Police to ensure they are working within the Charter of Rights and Freedoms. 	<p>2023-2028</p>	<p>15% increase in public sentiment about the perception of safety downtown.</p> <p>20% more foot traffic through appropriately zoned walkable neighbourhoods.</p> <p>10% increase in the public sentiment about safety in LRT stations.</p> <p>15% increase in the public sentiment about cleanliness.</p>

OBJECTIVE	ACTION PLAN	TIMESCALE	
Development of a night safety and welfare strategy	<p>Plans for ensuring safety and welfare at night should be compiled into a strategic action plan. The strategy should be divided into specific work streams based on core elements of safety and welfare in Edmonton.</p> <p>The safety training and services workstream should include the following:</p> <ol style="list-style-type: none"> 1. The Nighttime Alliance should create a charter for Safety at night in Edmonton. To sign up for the Edmonton Safety Charter, businesses and venues must adhere to practices, policies, and required training. Before activating the charter, the Nighttime Alliance should review what safety training is available to nighttime economy venues and what the uptake is. 2. Development of an Edmonton-wide vulnerability management strategy and accompanying policies. Edmonton Police Service, the ETS, and the Nighttime Alliance should lead this. 3. A visible and well-communicated zero-tolerance approach to negative public behaviours inside and outside of venues, in the street and on public transport, such as sexual harassment, violence, anti-social behaviour, homophobia, transphobia and racism. 4. A review of daytime services performed and an assessment made on which of these services should be available also at night, along with a cost and benefit analysis for doing this. 5. A data analysis should be performed by Edmonton Police Service and Alberta Health Service, with particular focus being given to the intersections between violent crime, intoxication and ambulance call-outs. From this, a data dashboard should be created and reviewed, monitored and corresponding actions supported by the Nighttime Alliance. <p>The houselessness workstream should include the following:</p> <ol style="list-style-type: none"> 1. A feasibility review conducted by The Nighttime Alliance to assess the suitability of a contactless giving scheme such as https://www.changeup.com/ being introduced to daytime and ENTE spaces to facilitate donations to local houseless shelters and charities. This should be produced with consultation from local businesses and the towns' houselessness outreach charities. Additionally, a clear representative from the houseless outreach centers should be a key voice in the Nighttime Alliance. 2. Development and roll-out of a system to help report and record the houseless community and help connect them to local services that can support them, such as https://www.streetlink.org.uk/. 3. Development and roll-out of a service that provides accommodation for 16-25 year olds who are without houses or living in inappropriate accommodation, such as http://www.openhomes.org.uk/. The service should provide emergency accommodation in the homes of trained volunteer hosts, with a supported lodgings project for longer-term accommodation. 4. An improvement strategy for management of the houseless population on severe weather alerts at night. Low footfall stations should be identified throughout the City to transform into temporary refuges during severe weather alerts. The Nighttime Alliance should lead this in collaboration with transportation stakeholders, ETS, and the police. 5. The roll-out of training for all staff members or volunteers for those who work with or encounter the houseless population within their roles. The following training programs should be considered: <ul style="list-style-type: none"> a. Drugs and alcohol training, mental health first aid, signposting to support services, Non-violent communication skills, the law surrounding houselessness, drugs and mental health, personal safety (including confidentiality), data collection, listening skills, best practice case studies, handbook and policies, gangs and organized crime groups, sexual assault and harassment, prostitution and sex work. <p>The safety interventions and installations workstream should include the following:</p> <ol style="list-style-type: none"> 1. The Nighttime Alliance should work with the OPC and Edmonton Police Service to assess the viability of installing help points in areas of dense nightlife activity and crime rate. The Nighttime Alliance should advocate for and help to provide a Night Safety Bus for busy nightlife areas such as; downtown Edmonton and Whyte Avenue. 2. Edmonton Police and the City of Edmonton should work together to provide alternative options for care in the ENTE. These services help to reduce strain on policing and medical services. Examples of successful services to help manage the ENTE include the following: <ul style="list-style-type: none"> a. Street Angels, the development of a safety app, safe walk schemes, safe taxi schemes, and nighttime escorts. 3. The Nighttime Alliance should create an LGBTQIA2S+ toolkit to ensure inclusive and safe spaces. <p>The venue safety and compliance workstream should include the following:</p> <ol style="list-style-type: none"> 1. A review of current ABST (Alberta Basic Security Guard Training Course) license holder training and encouraging ABST license holders to undertake further training related to issues in the NTE. The Nighttime Alliance should work with the PSCT (public safety compliance team) to conduct this review. 2. Development of a published door security complaints policy and procedure for any occasion where it is felt that the security team did not fulfill their roles and responsibilities, a clear procedure for all major incident types for security staff that must be read, signed and renewed every 6 months. 3. The development and circulation of clear policies and procedures for crowd management and dispersal that consider the impact on women's and girls' safety. 4. The City of Edmonton should establish a grant program that supports nighttime economy businesses and fosters vibrant nightlife. 5. The Nighttime Alliance should conduct regular reviews and audits of nighttime businesses to ensure their adherence to existing policies. 6. The implementation of incentivized grant programs that reward businesses for operating within these policies. For instance, industries that fully comply with nighttime economy regulations should become eligible for grant programs. <p>The policing of Edmonton at night workstream should include the following:</p> <ol style="list-style-type: none"> 1. The provision of nighttime economy training should be rolled-out to Police Officers responsible for policing the nighttime economy to enable them to deal more effectively through partnership working and vulnerability management. 2. A comprehensive review of policing the ENTE in Edmonton with a focus on deploying visible resources and current enforcement practices, including the use of Peace Officers and Park Rangers. 	2023-2028	<p>10% reduction in emergency service calls</p> <p>15% increase in public sentiment about inclusion and diversity of 15%.</p> <p>15% cost reduction of emergency services through the utilization of safe spaces</p> <p>10% decrease in reports of open drug use and overdoses</p> <p>65% adherence rate to nighttime-specific training, policies and practices.</p> <p>5% reduction of vulnerable populations on the street.</p> <p>Savings of 1\$ for every 4\$ invested in safe spaces such as a safety bus.</p> <p>60% grant reward rate for businesses adhering to the new policies and structures.</p> <p>75% ENTE specific training completed by police and security working after 5pm.</p> <p>20% reduction in community complaints about policing the NTE</p>
Development of a transportation improvement strategy and activation plan.	<p>The development of a transportation improvement strategy and activation plan should include the following:</p> <ol style="list-style-type: none"> 1. A feasibility study relating to extending routes and service hours for current bus and LRT services. This should be led by the Nighttime Alliance in collaboration with key transportation stakeholders and representatives to produce a feasibility report. 2. Quarterly audits of Edmonton's car parks, pedways, LRT stations, alleyways, and green spaces at night. The audit should include a review of <ul style="list-style-type: none"> o Ticketing machines, lighting, safety, graffiti, crime, users and non-users with a focus on dissuading those with a street-based lifestyle from begging and or drinking/taking drugs in the area, maintenance of street furniture and greenery, clear sightlines, signage and wayfinding, litter, drug paraphernalia, broken glass and other hazardous materials, bins and waste disposal facilities, provision and suitable use of disabled car parking spaces, management and upkeep of spaces, security presence, accessible and suitable sizing dimensions of walkways, pavements, car parking spaces and other public realm access routes. 3. A log of issues and repair times should be kept and monitored. If suppliers do not meet the standards, there should be performance management in place to ensure consistent standards are maintained. 4. A review of current procedures relating to transportation checks at night. Specifically at the LRT stations and bus routes. 5. Regular monitoring and surveying of footfall at stations to identify low-use stations or stations within close proximity of each other to gauge the usage of the houseless population to identify high-risk and low-risk areas. This should be led by ETS. 6. A feasibility assessment should be created to explore the potential of offering additional park and ride options for commuters traveling from locations further away from the city center. This should be led by The Nighttime Alliance 7. A feasibility review of implementing turnstiles in LRT stations with high footfall. The Nighttime Alliance should work with transport representatives to thoroughly assess this. 	2023-2028	<p>30% increase in the utilization of public transit.</p> <p>40% increase in the public sentiment about safety in the LRT stations.</p>

The estimated cost for strategy delivery, without varying infrastructure costs has historically been shown to be between \$3-\$5 million dollars.