



City of Richmond

Report to Committee

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To: Parks, Recreation and Cultural Services Committee      Date: March 16, 2004  
From: Kate Sparrow      File:  
Director, Recreation & Cultural Services  
Re: **Corporate Events Strategy**

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**Staff Recommendation**

That Council:

1. Endorse the Draft Corporate Events Strategy in principle; and
2. Direct staff to seek stakeholder feedback on the Draft Corporate Events Strategy.

*K Sparrow*

Kate Sparrow  
Director, Recreation & Cultural Services  
(4129)

Att. 1

FOR ORIGINATING DIVISION USE ONLY

CONCURRENCE OF GENERAL MANAGER

*[Signature]*

## Origin

In 2003 Council adopted three resolutions, shown in *italics*, on events.

*“That staff draft City Sponsorship Event Guidelines and recommendations as to whether or not Council should sponsor events.”*

In response to the above resolution, Council approved resolution R03/11-15 on June 9, 2003.

- “(1) the special event guiding principles, (as defined in the report dated May 26, 2003 from the General Manager, Parks, Recreation and Cultural Services) be adopted;*
- (2) the interim special events process and the City’s role, (as defined in the report dated May 26, 2003 from the General Manager, Parks, Recreation and Cultural Services) be adopted;*
- (3) City staff continue to develop a final special event and sponsorship process for Council’s consideration in the Fall of 2003; and*
- (4) the staff report on this matter be referred to the Parks, Recreation and Cultural Services Community Working Group and to the Economic Advisory Task Force for review and report to Council prior to a final decision being made on this strategy.”*

An update memo was provided to Council in November, 2003, advising that due to a number of circumstances, the Corporate Events Strategy would be delayed until early 2004.

This report is the second in a series of three and presents a Draft Corporate Events Strategy (Attachment 1). Staff are recommending endorsement in principle by Council and directing staff to seek stakeholder feedback. The third report in this series will present the final Corporate Events Strategy and include an implementation plan.

At the July 15, 2003 Community Safety Committee meeting, the following referral was made in response to the 2003 Canada Day fireworks incident at Garry Point Park.

- “(a) report on whether Garry Point Park should be used as a festival venue;*
- (b) identify sites and locations which would be suitable for festivals, events and gatherings, taking into consideration the enjoyment, safety and security of the public who might attend these events.*
- (c) seek input from the stakeholders and public on this matter; and*
- (d) report to the Community Safety Committee on this matter by December, 2003”*

The Corporate Events Strategy identifies the need to “Establish appropriate event venues by evaluating current facilities in order to maximize their use and suitability for event activity.”

Staff have been advised that the 2004 Salmon Festival organizers will not be proceeding with the Canada Day fireworks previously held at Garry Point Park.

## Analysis

### The Process

In the development of the Draft Corporate Events Strategy, staff obtained detailed information through:

1. Needs assessment interviews with:
  - internal stakeholders – staff from all divisions are involved in supporting events to some degree. The following groups were interviewed:
    - Traffic Section
    - Licensing
    - Insurance & Business Risk
    - Budgets
    - Fire Rescue
    - RCMP
    - Parks
    - Recreation, and Cultural Services
  - external stakeholders - individuals who represent a variety of types of events (small, medium, and large), locations (indoor & outdoor), and organizers.
2. Research into best practices from a variety of cities.

### The Draft Corporate Events Strategy

The proposed Strategy addresses the following:

- The Benefits of Events
- Input from Stakeholders
- How does the City currently support events?
- The City's Role in supporting events
- An Event Framework
- Guiding Principles
- Goals and Objectives
- Next Steps

Council previously adopted the Guiding Principles (June 9, 2003); however, as staff worked through the Corporate Events Strategy, it made more sense to consolidate the 8 principles into four:

- Ensure events are safe and well-organized
- Balance public benefit and City cost
- Encourage community involvement
- Benefit the community

Under each of these 4 principles there are goals, objectives and success indicators. The next phase of this process will include an implementation strategy which will include specific action plans for each of the goals and identify resources required for implementation.

### Next Steps

Staff are proposing the following steps:

Stakeholder Consultation on draft Corporate Events Strategy

Implementation Plan Preparation - This would include: development of a phased plan that shows the: actions, who leads, timelines, and expected outcomes.

Final Corporate Events Strategy will be taken to the June, 2004 Parks, Recreation, and Cultural Services Committee. This would include: stakeholder feedback and the final Corporate Events Strategy with an implementation plan.

Implementation – Phase 1 activities could start as early as September 2004.

### **Financial Impact**

Staff time required to conduct the stakeholder consultation and to make any revisions to the Corporate Event Strategy.

### **Conclusion**

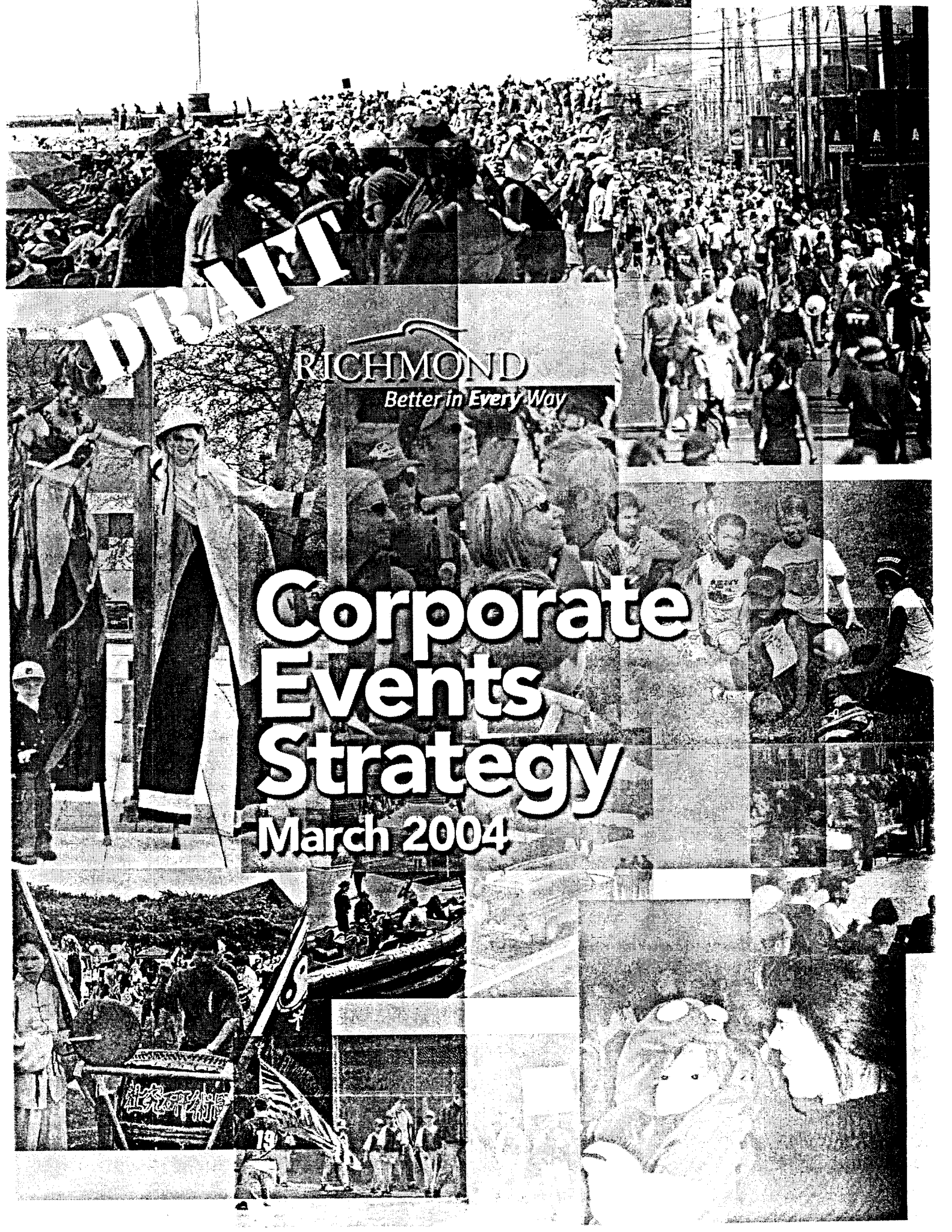
A Corporate Events Strategy will position Richmond as an event friendly city. It will also provide a framework for the city to determine how to best allocate limited resources to support events and will address current challenges and streamline the process in order to capitalize on future opportunities such as the 2010 Olympic and Paralympic Winter Games.

Stakeholder feedback on the Draft Corporate Events Strategy is important to its future success and eventual implementation.

A final Corporate Events Strategy will be submitted, including stakeholder input and an implementation plan.



Sandra Pearson  
Manager, Operational Support  
Community Safety  
(4295)



WELCOME

RICHMOND  
*Better in Every Way*

# Corporate Events Strategy

March 2004

## Acknowledgements

The Draft Event Strategy would not have been completed without the valuable participation from a wide variety of individuals. A special thank you goes to the following:

For guiding the Event Strategy process: Cathy Volkering Carlile, Kate Sparrow, Shawn Issel, and Sandy Pearson.

### For Needs Assessment input:

#### Internal

Robert Gilchrist, Traffic Section  
Mike Redpath, Ross Sakai and Paul Morizawa, Parks  
Joanne Hikida, Licensing  
Glenn McLaughlin, Insurance & Business Risk  
Brenda Bartley-Smith, Budgets  
Jane Fernyhough and Vern Jacques, Recreation & Cultural Services  
Dave McBride, Aquatic and Arena Services  
Kim Sommerville, Recreation  
Rick Stene, Fire Rescue  
Cpl. Dave Williams, RCMP Traffic

#### External

Martina Waldrieh, Richmond Automall  
Roger Barnes, Richmond Boys Youth Soccer  
Scott Brannlund, Richmond Girls Soccer  
Larry Morrison, Richmond Girls Softball  
Bill Merrell Richmond Boys Fastball  
Don Dunfee, Youth Hockey and Track  
Bob Jones, City Centre Community Association  
Brenda Bartley-Smith, Nature Park Society  
Robin Winskell, Hap Hirata, Jim Kojima, Steveston Salmon Festival

### For contributing to the Strategy development:

Kate Sparrow	Shawn Issel	Sandy Pearson
Dave Semple	Ted Townsend	Glenn McLaughlin
Jane Fernyhough	Graham Willis	Scott Schroeder
Anne Stevens	Sandy Webster	Marcia Freeman

For research: Marlene Parsons.

For workshop facilitation: Rick Thomas.

For external needs assessment interviewing: Shawn Issel and Sandy Pearson.

For document preparation: Kiyoshi Otsuji and Ruby Nishi.

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## Executive Summary

Richmond is a strong and vibrant community which continues to flourish. Events support Richmond's vision of becoming *the most appealing, liveable, and well-managed community in Canada*. Events contribute significantly to Richmond's social and economic well-being and help to define its identity.

The demands and opportunities, such as the 2010 Olympic and Paralympic Winter Games, to host events in Richmond continues to grow and can be attributed to Richmond's strong and varied asset base.

The community will continue to look appropriately to the City to play various roles which have been defined as: promoter, owner/supporter, facilitator, or contributor/supporter. A public scale which differentiates between the higher public or private benefits is presented – the higher the degree of public benefit, the higher the City's support. To further guide the City, event support criteria was developed and a funding framework is proposed.

Events were recognized as an issue in the 2001 Community Needs Assessment for Parks, Recreation, and Cultural Services. The Events Needs Assessment also confirmed a need to change with opportunities identified for the City to improve its performance.

A cross-divisional staff team guided the process and developed the strategy using Council's Guiding Principles for Events, stakeholder feedback, and other City best practices. A series of goals under each guiding principle were developed as follows:

Ensure events are safe and well-organized.

- Develop and implement a fair and equitable event review process.
- Ensure the City's risk is minimized.

Balance public benefit and City cost.

- Develop a fair and equitable funding framework for events.
- Communicate the City's role regarding events.
- Develop a menu of services.

Encourage community involvement.

- Encourage greater promotion and communication of comprehensive event information.
- Ensure event organizers are aware of and encouraged to follow the City's political protocols for events.
- Encourage a signature community event.
- Actively support large national and international events.
- Pursue further economic benefit from events for the City.

Benefit the community.

- Develop an inventory of current events.
- Encourage the establishment of new events.
- Develop a 2010 Olympic and Paralympic Winter Games Events Strategy.

The Events Strategy framework addresses the growing demand and opportunities for events and the feedback from the various needs assessments. It provides clarity, consistency, guides the City's future actions, and provides a series of objectives and success indicators by which progress can be tracked.

Further work is required to develop an Implementation and Resource plan complete with specific tasks, timelines, and use of existing resources.



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# Background

The demands surrounding events in Richmond continue to grow. To address this demand, Council requested that City Sponsorship and Event Guidelines be prepared. In addition, they wanted to know whether or not Council should sponsor events. The draft Events Strategy document is an outcome of the January 2003 Council referral.

In June 2003, Council received a preliminary report within which they adopted guiding principles and defined the city's roles. These provided a foundation upon which the Events Strategy could be built.

## The Positioning of Richmond

Richmond is a desirable place to host events, with many favourable factors including its:

- ✓ Proximity to major transportation modes such as Vancouver International Airport and the new RAV rapid transit line.
- ✓ Proximity and variety of local hotels, restaurants, shopping, and entertainment establishments.
- ✓ Accessibility to the water.
- ✓ Flat terrain and physical accessibility.
- ✓ Variety of parks, recreational, and cultural facilities.
- ✓ Ethnic diversity.
- ✓ Strong community volunteer base.

The adoption of the draft Corporate Events Strategy and eventual implementation, after further stakeholder consultation, can provide a positive framework within which Richmond can be promoted as an "event friendly" community.

## What are the Benefits of Events?

Events take many forms such as: fairs, festivals, concerts, sporting activities, and parades. They all contribute in some way to Richmond's social and economic well-being.

### Social

Events contribute in a positive way to Richmond's social fabric by providing opportunities for individuals to:

- Participate within the event with outcomes such as:
  - pursuing a positive activity;
  - building their mental health through pride in participation;
  - developing their physical health and skill levels;
  - demonstrating their support for the purpose of the event;
 all of which can lead to a fun, positive experience for event participants.



City skyline

*Economic analysis of events provides one aspect of why events are held and the effects they have on a region. However, while many of the economic impacts of events are quite tangible many of the social are not.*

Hall, 1992

- Help with the activity through volunteerism with outcomes such as:
  - supporting an event that might not otherwise happen without them;
  - keeping events within an affordable range for participants;
  - increasing their sense of belonging within the community;all of which are aimed at giving back to the community and enhancing an individual's self-worth.
- Increase their sense of community pride and identity with opportunities to showcase their community's profile locally, provincially, nationally and internationally.
- Bring people together from different geographical, social, economic, and ethnic backgrounds throughout the City. All aimed at developing a better understanding of each other and contributing to acceptance and harmony.

Events provide a venue for local government representatives to positively demonstrate the City's contribution and support. It also provides an excellent opportunity for members of Council to showcase the City's role and acknowledge City support.

### **Economic**

There are significant economic benefits directly related to events. To give an idea of the scope of the benefits, the event factors; spending activities; and economic impact are outlined below.

Event factors that contribute to the degree of economic benefit are:

- event duration (number of hours/days);
- type of groups attracted (adults or children with chaperones and/or coaches);
- geographic draw (local or out of town); and
- size (number of participants and spectators).

The economic benefits can be seen in the following business sectors:

- accommodation;
- retail;
- food and beverage;
- recreation; entertainment; and
- transportation (public and private).

These benefits can be seen directly at the time of the event and can generate repeat visits to the community as a result of the exposure.

The economic impact can be seen in:

- wages and salaries;
- taxes (all levels); and
- employment (jobs).

Events themselves can receive an economic benefit from hosting the event. The event provides an opportunity to off-set costs through activities such as:

- raffles - with prizes usually donated by business sponsors hotels/restaurants;
- 50/50 draws;
- admission fees;
- hotel room subsidies;
- memorabilia sales; and
- food sales at the event.

The hosting benefactors are usually:

- non-profit groups who partner with the event to provide an ancillary service for example food or entertainment, with profits going back into their own organization.
- the sponsor organization itself with profits possibly subsidizing their other activities;
- participants themselves in reduced or subsidized participation costs; and
- the City itself in an increased desirability as a place to live, work, and play which can lead back to increased property values and business opportunities.

## Strategy Development Process

In 2003 a cross-divisional staff Steering Committee was formed. Their role was to help guide the process and develop a Corporate Events Strategy document.

Later that year Council received their first report on Events and Council adopted the report recommendations which included Guiding Principles and Roles for the City. These were used as a foundation for the strategy development.

After the adoption of the preliminary report, the following research components were undertaken:

- Stakeholder Needs Assessment, which included:
  - interviews with key City staff who are involved with events; and
  - interviews with key event sponsors representing a variety of event: sizes, types, locations, and organizations.
- Best Practices, which included research from the cities of: Vancouver; Surrey; Seattle; Kamloops; Edmonton; Calgary; and the District of North Vancouver.

The data collection stage was completed in 2004 and the data subsequently summarized.

The findings were then taken to a cross-divisional group of City staff for input at a half day facilitated workshop. The strategy document was then drafted and returned to the group for final comment prior to submitting to the Parks Recreation and Cultural Services Committee of Council for consideration.



# What did the needs assessment reveal?

The internal and external stakeholder needs assessment identified a number of areas where the City could change its current business practices.

## Internal Stakeholders

The internal staff stakeholders key needs, identified through the interview process, are summarized below and detailed in Appendix 1:

- framework where the city supports events;
- mechanism where the merits of new events can be evaluated;
- mechanism to identify the city’s level of contribution providing for equity;
- consistency in service delivery;
- framework within which event gaps and city priorities can be addressed;
- formal application and approval process;
- single point of contact, a person who will oversee event applications;
- financial model for events;
- assessment of event venues;
- review of the licensing framework; and
- review of mechanisms to enforce health and safety compliance.

The internal stakeholder comments indicate a strong need to change the way we currently do event business. The draft Event Strategy incorporates the staff stakeholder needs and will facilitate a more effective staff process and improve our external customer service. Addressing these needs will position Richmond as an event friendly community.

## External Stakeholders

The external stakeholders’ key needs, identified through the interview process, are summarized below and detailed in Appendix 2:

- single contact point preferred as multiple contact points are a problem;
- information packages containing city needs, contact information, process, and protocol would be useful, particularly for new organizers;
- coordinated event dates and promotion would be valuable, including work with Tourism Richmond and Richmond Chamber of Commerce;
- assistance addressing traffic, parking management, and licensing enforcement issues;
- central resource booking and appropriate level of resources available;
- assistance with high insurance costs;
- event amenities review – some sites are lacking (ie. electrical and washroom capacities);
- scattered event site locations are a problem, would like to see central sports field facilities.



Steveston Salmon Festival Parade



The external stakeholder comments indicate a need for the City to position itself in a way that would facilitate their event activities. There is interest in having other key community groups such as Tourism Richmond and the Chamber of Commerce share a partnership role with the City in supporting the event activities.

Those interviewed consistently offered positive comments as to staffs' helpfulness and willingness to accommodate and provision of positive alternatives for those involved.

The 2001 Parks Recreation and Cultural Services Community Needs Assessment input indicated that the City should make it a priority to encourage more special events. In particular ethnic and cultural events should be encouraged.

The Event Strategy contains goals, objectives, and identifies next steps that address the needs outlined by internal and external stakeholders and those through the 2001 Parks Recreation and Cultural Services Community Needs Assessment.

*Events constitute one of the most exciting and fastest growing forms of leisure, business and tourism-related phenomena.*

Getz 1977

## How does the City currently support events?

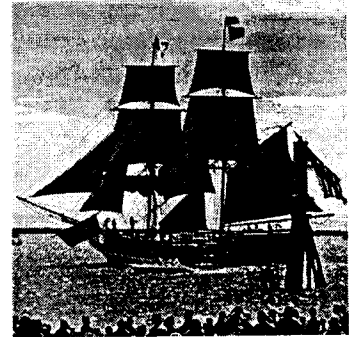
The City of Richmond has many departments that are involved in providing support to festivals and events at a variety of levels. The involvement spans well beyond just Parks, Recreation and Cultural Services.

- Direct ownership and presentation of events such as: Remembrance Day Ceremonies, Halloween Firework Display; and the Civic Appreciation Dinner. Other educational types of events include: Police, Fire, Emergency Preparedness weeks and can include open houses.
- Facilitation of community events such as Salmon Festival, Multifest, Parades, Sporting Events, Block Parties. The City provides a range of support or services:
  - event planning assistance / liaison with organizers;
  - parks and facility use and booking service;
  - funding;
  - promotion;
  - coordination and provision of City services:
    - loan of equipment (bleachers, barricades, show mobile, etc.);
    - insurance;
    - signage;
    - traffic control;
    - fire rescue first responder;
    - bylaw enforcement (park use, parking, noise, environmental protection);
    - permits and licensing;
    - handling neighbourhood or resident complaints;
    - post event issues (clean-up, vandalism, damage).

The level of City support for these events is determined by the size, scope or impact, and the location of the event as well as the experience and/or capacity of the sponsoring group to plan, organize and deliver a safe and successful event.

Most events held in the City are on City parks or in City facilities such as City Hall, arenas, swimming pools, community centres, cultural centre, heritage sites, and the Nature Park. Depending upon the size and location of the event, different issues arise that the City must address to ensure protection of the City's assets, as well as public access and health and safety.

In many cases, whether the City is directly involved in the planning of the event or not, the City receives inquiries or feedback on events and must deal with the fall-out.



Tall Ship Festival Boat

*Steveston Salmon Festival - over 50,000 participants.*

*Nature Comes to Light - over 14,000 attendees.*

*Nibbles and Bites draws - over 10,000 attendees.*

*City Centre Celebration and Multi-Fest - over 4,000 attendees.*

*Halloween Fireworks at Minoru - over 4,000 spectators.*

*Remembrance Day Ceremonies - over 3,000 attendees.*

How does the City currently support events?

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# The City's Role

As part of the first report, Council identified and adopted four primary roles that the City should play in events. The original roles have been modified and/or incorporated into the event strategy goals.

For each event, the City can decide what kind of role it wishes to play. These roles can be combined, depending on the desired level of support for an event. The City's primary roles are that of contributor and facilitator.

## 1. Promoter

The City promotes events through various public venues and can act as an advocate bringing people together for an event. Examples are: Leisure Guide and the Community Events Calendar.

## 2. Owner/Sponsor

The City owns specific events for which it holds responsibility for the decisions and activities of the event and can include a partnership. Examples of current City owned events are: Remembrance Day Parade; Civic Appreciation Dinner; and Halloween Fireworks.

## 3. Facilitator

The City facilitates events in a number of ways including: assisting sponsors by coordinating city services; advising event sponsors on city needs such as appropriate political protocols; contributing resources; promoting the event; ensuring the City's event processes and procedures are clear, equitable, and customer-oriented.

## 4. Contributor/Supporter

The City contributes to events when it gives something at no cost. Contributions can include any of the following items:

- political appearance at opening ceremonies;
- letters of introduction or support for hosting bids, without any binding commitment;
- cash;
- goods (ie.: bleachers, barricades; recycle bins; traffic cones; signs, showmobile);
- services (ie: garbage collection; traffic control; fire/rescue response; staff services for planning, scheduling and/or booking of City services/resources);
- use of parks and/or city facilities.

*Festivals benefit everyone! A benefit is achieved when you get community involvement. Your citizens, local business and service groups get exposure and your city can get additional funding for other community events. So everyone Benefits!*

Pageantry Productions



Environmental Fair



# Event Framework

## City Sponsored Events

Through the original referral motion, Council asked whether or not they should sponsor events.

The word sponsor or owner defines the events for which the City is responsible for event decisions and activities. Sponsorship can also apply to a partnership arrangement where both parties jointly assumes responsibility for the decisions and activities of the event.

The City currently sponsors civic events such as the Remembrance Day Ceremonies, Halloween fireworks, and the Civic appreciation dinner. There are a number of safety-related educational events such as Police; Fire; and Emergency Preparedness weeks that the City also sponsors. The City usually provides all or the majority of resources needed to conduct these events.

The practice of local government sponsoring a limited number of civic events is in keeping with other cities surveyed. The types of events sponsored tend to have high public benefit from a social vs. economic perspective and are usually well attended.

It is appropriate for local government to sponsor events. However, the decision to sponsor or not should be weighed against event costs and the degree of public benefit.

A review of the current civic events that the City sponsors should be undertaken.

The degree to which the City contributes to events is important to consider. An event scale; support criteria; and a funding framework are considered essential building blocks to begin to address the question of "how much".

## City Criteria for Event Support

The City provides a variety of "in kind" contributions which support events. Under the current fiscal model there is no way to easily determine the value of those contributions. Much of the current city support to events is based on historical precedence.

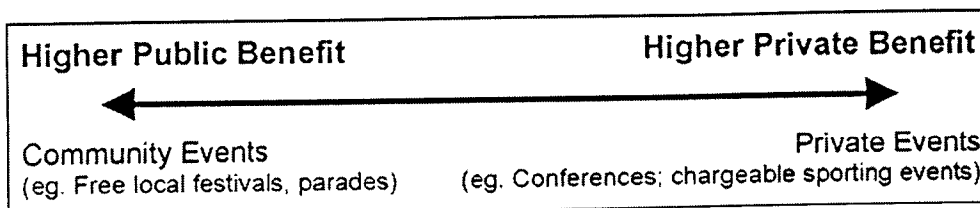
There are no clearly stated City priorities nor criteria by which staff can determine an appropriate and equitable level of support for each event. The lack of a decision-making framework can cause confusion for Council, staff, and uncertainty for event organizers.

Events can take many forms along a scale based on the public/private good. All may have direct or indirect benefits to the taxpayer.

Events are categorized into small, medium, and large sizes. The level of support should take into consideration the event size and complexity. There should also be a direct correlation between the degree of public benefit and the City's level of support or contribution.

*Richmond is host to Kendo, Judo, and Karate Tournaments in Steveston that draw over 500 participants at the National and International levels.*

## Public Benefit Scale



In essence, the higher the benefit to the community the higher contribution would be by the City. This would be based on a set of event criteria used to determine benefit to the community and the corresponding City contribution. The following event support criteria are proposed and would be used to determine the level of support an event might receive.

<b>City Criteria for Event Support</b>	
Events should:	
✓	Contribute to the City's corporate priorities, e.g. Waterfront, Economic Development, Mobility and Safety.
✓	Be within the City's capacity to support.
✓	Be held at an appropriate venue site relative to the event size and scale.
✓	Comply with City bylaws and other legislative requirements.
✓	When taking place on City/Public property, comply with safety and other criteria.
✓	Promote community involvement by encouraging volunteerism, is open to the general public, and is affordable and physically accessible.
✓	Reflect the City's social, economic and cultural diversity encouraging cross cultural exposure.
✓	Benefit the community economically by creating positive exposure for the City locally, provincially, nationally or internationally leveraging opportunities for local businesses or community groups.
✓	Show evidence of financial need, has demonstrated financial responsibility and has community support, including funding from other sources.
✓	Show evidence of a demonstrated ability by the organizer to successfully conduct an event.
✓	Acknowledge the value of the City's contribution in a formal way, including use of appropriate political protocols.
✓	Provide post-event reports on attendance, finances, and community benefits.

## Funding Support Framework

The City best practices review revealed that each community had a clear funding framework, although each City had chosen their own unique model, refer to Appendix 3 – Funding for details.

In response to the needs assessment, the model Richmond develops should:

- ✓ identify contributable resources;
- ✓ reflect the City’s support criteria’s by identifying an appropriate contribution level;
- ✓ provide guidance as to what’s free and what’s charged and under which circumstances;
- ✓ identify a value for City services for both in kind and charged;
- ✓ provide a mechanism by which the City’s overall level of fiscal support can be evaluated.

The development of the fiscal model is a task that will need to be completed as part of the implementation phase.



Project Wet





# Guiding Principles

Council adopted eight guiding principles which have been condensed into the following four without loss of the original intent. These guiding principles were used to develop the draft Event Strategy goals, objectives, and success indicators.

## 1. Ensure events are safe and well-organized.

This would support the corporate goal of community safety and signal to the community the City's support for their well-being and its support for enjoyable and well-organized events. This would support the desire to reduce both financial liability and limit the City's risk against possible legal action.

## 2. Balance public benefit and City cost.

This will allow the City to balance the overall public benefit and City costs in order to provide efficient and effective use of limited City resources.

## 3. Encourage community involvement.

This includes the desire to promote and encourage community involvement through volunteer opportunities; development of future event leaders; and will encourage support by other community leaders.

## 4. Benefit the community.

Supporting the socially changing demographics of a growing, aging, culturally diverse, and active population by encouraging diversity in size, type, and location; and providing economic benefits to the City's businesses and supporting the City's commercial tax base.



Boat rowing sport

*The economic role of events is to act as catalysts for attracting visitors and increasing their average spend and length of stay. They are also seen as image-makers for the destination, creating a profile for destinations, positioning them in the market and providing a competitive marketing advantage.*

Getz 1977



# Goals, Objectives and Success Indicators

Council’s guiding principles for events were used as a basis for developing the following goals. Within each goal there are a series of specific activities, all aimed at addressing issues raised through the needs assessment. Success indicators for each area were developed to measure and report on the progress.

## Guiding Principle

### Ensure Events are Safe and Well-organized

This would support the corporate goal of community safety and signal to the community the City’s support for their well-being and its support for enjoyable and well-organized events. This would support the desire to reduce both financial liability and limit the City’s risk against possible legal action.

## Goals

### Develop and Implement a Fair and Equitable Event Review Process

- Establish an event review process and procedures.
- Establish an event review cross departmental committee.
- Establish a single point of contact for event organizers.
- Build customer service standards into the City event process.

### Ensure the City’s Risk is Minimized

- Identify appropriate amount of insurance needed for events.
- Ensure event review process includes process to ensure safety of events.

## Success Indicators

- The City’s financial risk has decreased.
- The number of accidents at events has decreased.
- The number of criminal incidents at events have decreased.
- Event participants feel safe.

*We are delighted at the response to this year’s programmes. Reviews have been excellent, but more importantly, our audiences are clearly having a very good time, and are trying out a wide range of familiar and less familiar events.*

Festival Director, The Edinburgh Festival



Slug Festival

## Guiding Principle

### Balance Public Benefit and City Cost

This will allow the City to balance the overall public benefit and City costs in order to provide efficient and effective use of limited City resources.

## Goals

### Develop a Fair and Equitable Funding Framework for Events

- Develop support criteria and scale for allocating support.
- Establish baseline of city support for events.
- Establish a sustainable opportunity fund for new events.

### Communicate the City's Role regarding Events

- Ensure the City's contribution is recognized.
- Develop a costing structure that places a value on city support.
- Communicate City's roles and responsibilities to event organizers and staff.

### Develop a Menu of Services

- Identify what the city has to offer in the way of resources and identify any deficiencies
- Establish appropriate event venues by evaluating current facilities in order to maximize their use and suitability for event activity.

## Success Indicators

- The number of events which meet all the criteria for funding/support has increased.
- The number of events which create favourable exposure for the city has increased.
- The number of events which contribute to the city's priorities has increased.
- The value of the contribution from the City has decreased.
- City staff clearly understand the event process and procedures.
- The amount the City funds/supports a specific event is perceived as fair and equitable by the event organizer.
- Event organizers rate the City's customer service high.
- The number of requests to Council for support has decreased.
- The number of Council referrals regarding events has decreased.

## Guiding Principle

### Encourage Community Involvement

This includes the desire to promote and encourage community involvement through volunteer opportunities; development of future event leaders; and will encourage support by other community leaders.

## Goals

### Encourage Greater Promotion and Communication of Comprehensive Event Information

- Develop an information package for event organizers.
- Develop and deliver training support for event organizers.
- Revamp the City Website to highlight events.

### Ensure Event Organizers are Aware of and Encouraged to Follow the City's Political Protocols for Events

- Develop a communication strategy for Council to appear at events.

### Encourage a Signature Community Event

- Use criteria for supporting events to identify signature event.
- Determine level of support for signature event.
- Identify how often signature event would occur.

### Actively Support Large National and International Events

- Investigate the opportunity for partnerships with Tourism Richmond and other potential sponsors.
- Identify a promotional and marketing approach to events in partnership with Richmond Chamber of Commerce and Tourism Richmond.
- Align event marketing with City's economic development plan.
- Align event marketing with City's marketing campaign – "Better in Every Way".
- Support organizations who are preparing bids to host in Richmond where the event is compatible with corporate priorities.

### Pursue Further Economic Benefit from Events for the City

- Investigate the possibility of a marketing strategy for the City to become a hosting capital.

## Success Indicators

- Attendance at events by Richmond residents has increased.
- Volunteerism for events has increased.
- The number of event organizers has increased.
- The value of event sponsorship has increased.
- Political protocols are understood and followed by event organizers.

## **Guiding Principle**

### **Benefit the Community**

Supporting the socially changing demographics of a growing, aging, culturally diverse, and active population by encouraging diversity in size, type, and location; and providing economic benefits to the City's businesses and supporting the City's commercial tax base.

## **Goals**

### **Develop an Inventory of Current Events**

- Identify events by type, location, size.
- Establish an interactive event calendar on the City website.

### **Encourage the Establishment of New Events**

- Use event inventory to determine gaps in current events.
- Adjust event criteria to allow for greater city support for those gaps.
- Communicate to event organizers changes to event criteria.
- Investigate opportunities to work with new partners to establish events.
- Investigate joint event insurance coverage.
- Identify and develop event leaders and community supporters.

### **Develop a 2010 Olympic and Paralympic Winter Games Events Strategy**

- Establish a staff team to identify and develop a strategy to attract Olympic opportunities, such as events, marketing, economic development, arts and culture.
- Establish a Richmond Community Opportunity 2010 Olympic and Paralympic Winter Games Committee.

## **Success Indicators**

- The overall number of events has increased.
- The number of events which occur regularly has increased.
- Participation in events by non-Richmond residents regionally, provincially, nationally and internationally has increased.
- The signature event has increased the City's exposure regionally, provincially, nationally and internationally.
- A balance is maintained between the number of small, medium and large events.
- There is a balance between festivals, sporting events, cultural and multicultural events.
- All planning areas in the City will be the location for an event.
- There is a balance of events throughout the year.

## Conclusions and Next Steps

The preparation of an events strategy will place the City in a position where it can take advantage of the social and economic benefits that events bring to the Community.

The Event Strategy sets a framework where the City can improve its customer service practices and position itself to take advantage of future opportunities such as the 2010 Olympic and Paralympic Winter Games.

As a next step, it is recommended that the Draft Event Strategy document be sent to stakeholders for comment.

A subsequent staff report, reflecting stakeholder comments and subsequent Event Strategy document changes would be submitted to Council for consideration. The final Event Strategy document would be submitted to Council for final adoption.

Upon adoption of the final Event Strategy document, staff would prepare an Implementation and Resource Plan document for Council's consideration. The plan would include: specific actions, timeframes, lead groups; and clearly identify what goes to Council and what staff would handle internally.



*Olympic yes!*

*Girls and Boys Soccer Tournaments draw over 135 teams with local and out of town participants. They generate over \$170,000 in economic benefits for Richmond.*





# Appendix 1

## Stakeholder Needs Assessment - Staff

### City of Richmond Involvement in Special Events

#### Summary of Findings November 2003

A wide range of special events are held each year in Richmond. The City's involvement in these events varies widely. Some events are hosted by the City, some by community associations, businesses, and other community groups.

Examples of major special events:

- Salmon Festival;
- City Centre Celebration;
- Multifest;
- Nibbles and Bites;
- Santa Clause Parade;
- Burkeville Days;
- McSummer Sizzle – summer children's festival;
- BC Rivers Day;
- Tall Ships Festival.

City hosted events:

- Remembrance Day ceremonies;
- Community Safety Day;
- Project Wet;
- Environment Week;
- Halloween fireworks;
- Fire Prevention Week;
- Fire Dept. special events – open houses, fundraising events;
- Emergency Preparedness Week;
- Civic Appreciation Dinner;
- Christmas tree chipping;
- Partners for Beautification dyke clean up day.

Examples of other special events:

- parades;
- walkathons, runs, bike races;
- maritime festival;
- sports events, tournaments, swim meets;
- community centre/facility special program events;
- block parties;
- youth dances, music festivals;

- track meets;
- swap meets, craft fairs;
- car shows, art shows;
- church fairs;
- community centre picnic days;
- kid's sake day;
- harvest moon festival;
- Night Market;
- filmings;
- raves;
- Chinese New Year Fair.

Examples of City involvement:

- liaison with organizers;
- coordination of some events;
- traffic control, barricades, road closures, pedestrian safety;
- bleachers, tents, other equipment;
- signage;
- invoicing, budgeting;
- property use matters;
- production of print materials;
- promotion on City website, Leisure Guide, events calendar;
- licensing, inspections;
- insurance, liability matters;
- park and facility use;
- RCMP and Fire services;
- parking issues;
- bylaw enforcement;
- dealing with community complaints and issues.

**Special Event Processes**

The City of Richmond has a number of processes in place to deal with special events. These involve staff from several City departments. Some of these processes are outlined below:

- For annual events such as Salmon Festival, etc. community centre staff work directly with parks and works yard crews to get the necessary work done. Work is charged to community centre special event accounts or the Parks special events fund.
- Sports tournaments are handled directly through Ross Sakai who coordinates all City work that is required.
- Application forms are required for beer gardens. Specific terms and conditions apply, including fencing, controlled entry, liquor permit, site clean up, insurance, emergency procedures and site security plans. These are processed through Parks, Recreation, and Cultural Services. RCMP and Fire are involved in the approval process.
- Filming, parades, and other events that impact traffic are channelled through the Transportation Department. All required City services and RCMP presence are coordinated through the Transportation staff.

- Rentals involving use of City Hall are directed through Richard Toda. Applicants need to apply in writing and need to follow a check list of requirements.
- Richard Toda is the first line contact for many of the events in the City, such as walks, trade fairs, official visits, sports events. He directs people to the appropriate staff or departments, answers basic questions about City services and funding.
- City grants are available for special events, programs and services. Organizations complete application forms and submit them by September each year. Applications are evaluated based on criteria and grants are approved by Council.

### City Concerns and Issues

A number of issues have been identified by staff related to special events:

- The City is committed to enhancing community livability and vibrancy. Special events serve as one of the ways to accomplish this. While many events require City resources and support, and some result in substantial City cost, they provide significant community benefit in terms of community connection, civic pride, cultural and ethnic interaction, celebration of diversity, neighbourliness, etc. Along with these intangible benefits are the financial returns to the community in direct spending, overnight stays, increased tourism, etc. As a City we tend to look at events largely in terms of direct City costs, without a clear consideration of the wider community and economic benefits they bring.
- City support of events seems to be based largely on precedent. Those we have supported in the past continue to be supported. There is no formal mechanism for evaluating the merits of new community events as they are brought forward, along with funding requests.
- The City should make it a priority to encourage more special events, as identified in the 2001 Richmond Community Needs Assessment. In particular ethnic and cultural events should be encouraged.
- Where the City moved away from staff involvement in community association special events (e.g. West Richmond, South Arm), the associations had to really struggle to keep the event alive, and eventually gave up. The City needs to consider the extent of its involvement if we want to ensure that more successful events take place.
- There is no formal application and approval process for special events and no one person on City staff designated to oversee all aspects of an event. While relevant departments work together, having a centralized function would streamline customer service and enhance the City's ability to ensure that events are hosted in a safe and consistent manner.
- There is inconsistency in how City special events funds are allocated. Some organizations receive City support, others are required to pay for some or all services. While work orders are required for City crews to do work, some of these funds come from special events budgets, some from other City budgets, others from client receivables. We need some clear guidelines on allocating City funding and in-kind support for community special events.
- While policing and works crews and equipment costs are billed out, there is no provision for costs of other City staff support, such as licensing, inspections, bylaw enforcement, coordination of City services, Fire services, site cleanup, garbage removal, billing, addressing resident complaints, etc. For some events (such as Night Market, Chinese New Years Market) these costs are significant.
- The City lacks a suitable site for special events with the services on site to meet safety and health issues, with adequate parking and transportation access. Thus some events take place in less than ideal situations, creating liability, safety concerns, and negatively impacting residents. As requests for outdoor events will continue to grow, the City needs a mechanism for evaluating and enforcing health and safety requirements for these events.
- Some special events are actually retailing functions (e.g. craft fairs, farmer's market, Night Market, Chinese New Years Fair, vendors and crafters at Salmon Festival). For some of these events each vendor is required to have a business licence, while for others (e.g. community centre fairs) we do not ask for a business licence, though the purpose is the same. We do not have an appropriate licence category for such events. Without licensing, the City has no mechanism to ensure compliance with health and safety requirements.

- There are often considerable health and safety risks involved in special events, especially ones that take place outside. For some of these events (such as Chinese New Year Fair, Night Market, etc) the City is not given enough time prior to the event to adequately inspect the venue and enforce compliance. For some events the City requires compliance with strict safety requirements, but this is not consistent for all events. There may be liability issues for the City should an incident take place. The City needs to improve the safety adherence for all events.
- To avoid liability exposure, the City should be careful about using the word 'sponsor' or 'partner' to describe its involvement in an event, unless it holds the responsibility for the decisions and activities of the event.

### **Notes from Meetings with Staff regarding Special Events**

#### **Robert Gilchrist, Supervisor, Traffic**

- The City supports 3 parades each year (Salmon Festival, Remembrance Day, Santa Clause parade). The Director of Transportation has the authority by bylaw to approve these events. Council is given notice of the event and road closures. All other parades have to go to Council for approval. City costs for these events comes from the Parks Special Events budget.
- The City's role in Salmon Festival and Remembrance Day parades is to organize traffic control and road closures with the RCMP, to determine barricade locations, to organize traffic control signage (Sign Shop creates them), arranging for rerouting of transit, placement of bleachers and review stand for Salmon Festival Parade. The organizing body for such large events is required to have \$5 million general liability insurance, with the City named as additionally insured.
- Santa Clause parade is a small and localized parade hosted by Steveston Lions. There are no road closures for this. The City arranges for 2 RCMP escort vehicles (cost absorbed by RCMP). No insurance is required for this event.
- For all events requiring police presence (other than Salmon Festival, Remembrance Day, Santa Clause parade), RCMP costs are billed to the event organizer (at \$95/hr).
- For block parties the City has an application form with criteria that need to be met. 10-12 groups regularly apply each year. For these events the City delivers wooden barricades (costs from general works yard operating budgets). The City, RCMP, and Emergency services are informed of the event and location. These are not official road closures, as organizers have to let traffic in and out.
- Several elementary schools and service clubs hold walkathons each year. The City informs the organizers of pedestrian and traffic safety requirements. If dyke trails are used, Ross Sakai is involved.
- There are 7 or 8 regular foot races each year, organized through Ross. These involve signage, policing, and traffic cones.
- For special events involving the Traffic Department, this department becomes the 'one-stop' for City services, coordination, and customer billing. Transportation staff work as a team with staff from other departments (Parks, Licensing, Finance, RCMP, Fire, etc.) to ensure that concerns are addressed.
- Night Market is held every Friday, Saturday, Sunday from late May to late September. It is a retail event with numerous vendors involved. In 2002 it was held at Lansdowne, in 2003 at Bridgepoint Market. Approximately 10,000 people per day visit the site, resulting in huge traffic problems. Parking enforcement officers work overtime to deal with parking concerns and infractions. RCMP do traffic control, etc. RCMP costs are covered by event organizers, plus 23% administration fee.) Staff have spent many hours addressing safety matters, bylaw infractions, licensing, traffic issues, incidents, dealing with public complaints about traffic, noise, garbage, and working with organizers to have improvements made. The administration fee does not cover the extent of City costs involved in this event.
- Filming is handled in a similar manner to other special events, with the Traffic Dept coordinating Fire and Police coverage, road closures, and billing.

### **Ross Sakai, Coordinator Sports and Special Events**

- There is no mechanism in place to guide the City regarding extra-ordinary special event requests, such as carnivals, outdoor concerts, events similar to Multifest sponsored by other organizations.
- There is no one person in the City with the knowledge to deal with all aspects of a special event. So staff from various departments work together to deal with concerns, to identify requirements, to provide information to the applicant.
- There is no application form per se for events. Each department presents their questions and concerns.
- There is no formal approval process. Applicants are required to meet all the City's requirements. Sometimes when the applicant sees what's involved they hold off for they realize they need to do some serious planning further ahead.
- The City has a limited special events budget (Parks - \$65,000) which has to cover about 100 events a year. The Salmon Festival costs come from a separate budget (approx. \$20,000).
- The City lacks a special events site suitable for hosting large scale events, with adequate parking, amenities, transportation access, and with minimal neighbourhood impact.
- Sports tournaments are supported by the City with no costs to the group. City costs include set up of bleachers, goal posts, field lining, garbage container rental, extra field cutting, garbage removal, site clean-up, janitorial supplies. The group has to be non-profit with Richmond residents as members. A business that requests field use for a tournament is required to pay for the costs.
- Elementary school track meets are given free use of Minoru Oval, though the schools are required to clean up the park afterward. The City takes care of field lines and litter removal.
- Costs for community association events are usually covered by the association, or the community centre's budget.
- The Halloween Fireworks are funded by the City out of the Special Events budget. Costs run around \$8,000 – \$9,000 per year with \$7,000 being fireworks costs. Other costs include Fire and policing support.
- For runs and walks any RCMP costs for traffic control are charged back to the organizing group, except for the Flatlands run. For this race, the organizers also have free use of Minoru Pavilion.
- For events such as the Rick Hansen Man in Motion event, the City may provide the venue and encourages the organizations to be self-sufficient in all other aspects of the event.
- We need to treat all groups equitably when it comes to City support of special events.

### **Paul Morizawa, Coordinator Parks Programs**

- Before work can be done by City crews a work order is provided. The funds may come from sponsoring organization, community associations, City special events budgets, or from other general operations accounts.
- The parks department absorbs the cost of staff time to coordinate City services for events.
- Unexpected events come up from time to time, such as Wakayama tree planting ceremony. Need to have funds available for set up of such events. These get funded out of the special events account, reducing the funds available for regular and other special events.
- For tournaments, arena user groups use the facility at a subsidized rate. The City pays the cost of clean-up, vandalism if any. For field sports tournaments, groups are given free use of the park, with the City absorbing all set up and clean-up costs.
- Staff look at the intent of the organization and the event when they decide which events to provide services for free to. It would be helpful to have some set guidelines, such as registration as a non-profit society, Richmond residents as members, etc.
- We could look into charging a processing fee to cover costs of handing event applications.

**Mike Redpath, Manager Parks Programs Planning & Design**

- For sporting events the City is asking some groups to cover some of the costs. Major sports events for adults, such as Nations Cup soccer tournament are set up on a cost recovery basis. If using artificial turf fields, adult sports groups pay a higher user fee.
- It is suggested that City support for events be based on degree of community benefit, with the greatest support going to those which provide the greatest and widest benefit.
- Events such as the thanksgiving soccer tournament which involves 240 teams from BC, Alberta, and Washington State results in huge indirect benefit to businesses in the community. The cost to the City for such an event is about \$5,000.
- The City provides a base level of support for most field sports events. This support includes use of sports fields, field lining, set-up and take-down of goal posts, litter bins, bags, and collection, bleacher delivery and set-up. Anything over these costs are invoiced back to the sponsoring group.
- The Parks Dept is considering a special events application process, where organizers complete a form giving the specifics of the event, what they expect from the City, their contribution, expected revenues, etc. Also included would be measures of the extent of community benefit to be derived from the event, such as expected number of participants and spectators, use of hotels, participant spending per day, target audience, etc. Support would then be provided depending on the level of benefit on a spectrum from wide community benefit, to a mix of community and individual benefit, to primarily individual benefit.
- Most of the events the City supports to date have high community benefit, such as Remembrance Day, Salmon Festival, Nibble and Bites, Multifest, Flatlands run. For the Halloween fireworks, the City pays a coordinator, paid security, policing and fire department costs, and honorariums. In addition a number of City staff volunteer their time to conduct park patrols.
- Parks staff receive ad hoc requests for special events and spends time up front liaising with the applicant to ensure the event is safe, appropriate, and in line with City bylaws and policies (for example, the Canadian Cancer Society 24 hour relay for life).

**JoAnne Hikida, Licence Inspector**

- The City needs to have a special licence to deal with some special events – such as the Richmond Chinese New Year Fair, retailers of fireworks around Halloween, kiosks in the mall (e.g. Christmas time), sellers at Salmon Festival craft fair and food booths, Nibbles and Bites (retailing that happens there), craft fairs where proceeds go to sellers (e.g. South Arm Craft Fairs – vendors pay \$10 for a table and get all proceeds).
- There is inequity in how we deal with vendors at events. For community association events we have not required business licences even though for-profit vendors may be receiving the proceeds.
- Food vendors at community association events (such as Nibbles and Bites) have not required a business licence, so the City has little control over health and safety issues related to food service. On the other hand, food vendors at other events (such as Chinese New Year Fair and Night Market) are required to have a licence. There is inequity here and potential City liability.
- The City is receiving more requests for street food fairs and needs to have an adequate mechanism to ensure their safety and appropriateness.
- The Chinese New Year Fair runs 1-2 weeks in late Jan. to early Feb from 2:00 pm to midnight. It is held in the parking lot of Lansdowne Mall. Attendance runs 100,000 to 150,000 people. It is held under a huge tent with 100 or so vendors. Some of these are food vendors using deep fryers and propane cooking. Fire safety is a huge issue at such an event. With so many vendors, emergency exits are often blocked. Also with grease laden vapours, air quality is a concern inside the tent. While the Health Dept simply requires running water for such an event, the Plumbing Dept says that connections for waste water need to be to sanitary system. Thus there are different standards based on the inspecting body's area of focus.

- In past the tent went up the day of the event, giving little time for the City, the Fire Department, or Health Dept inspections. Staff involvement has been significant throughout the duration of the event, including business licence inspections, by-law enforcement, traffic management (RCMP), Fire and health inspections.
- To enhance safety of such future events, the City will require organizers to have the tents set up a week in advance to allow for adequate inspection and any necessary revisions prior to the event. There will need to be detailed floor plans and adequate exits. The City will require inspections of generators and propane equipment. Cooking will not be allowed in the tent. All vendors must have valid business licences.
- Richmond Night Market runs every weekend from late May to late September. It is a commercial retail venture with many vendors. It is held out of doors and has been held at Lansdowne Mall (2002) and at Bridgepoint Market (2003). This event has resulted in huge City staffing costs, safety and liability issues, and considerable negative impact to residents (noise, traffic congestion, garbage). Two RCMP officers were needed to manage the traffic problems. While policing costs are covered by the organizer, there is no provision for the organizer to cover other City costs. They are only required to hold a valid business licence at \$106. All vendors are also required to have a licence, but the fees in no way cover the extent of City costs for safety inspection, bylaw enforcement, mitigating customer complaints, etc.
- The City needs a process to evaluate the safety and other requirements for outdoor events. For a building the City can ensure compliance with building codes, but no such process exists for outside events, or those in temporary structures, although the same health and safety issues are present.

**Glenn McLaughlin, Manager, Insurance and Business Risk**

- For events that take place on City property, applicants are required to complete a "Licence to Use or Occupy" agreement (REDMS # 172189). This outlines the responsibilities of the applicant in terms of site use, maximum attendance, rental costs, liability insurance coverage. All organizations are required to have a minimum of \$2 million general liability insurance, with the City (and community association if using a community centre) as additionally insured.
- As property owners we are responsible for ensuring that events that take place on City property are appropriate and safe.
- If the City uses the word 'sponsor' or 'partner' for an event, there is an implied degree of responsibility. It might be better to consider ourselves as a 'contributor' or 'financial contributor'. The City should avoid liability exposure unless we are indeed hosting the event and have responsibility for the decisions and activities.
- For major community association events, such as Multifest, City Centre Celebration, Salmon Festival, we insure the associations (they are named additionally insured on the City's policy). We need to therefore have some involvement in the decisions from a risk and liability management perspective. We also require these associations to carry their own liability insurance, with the City named as additionally insured.



**Brenda Bartley-Smith, Budget & Analytical Accountant**

Special events accounts have been set up in several City budgets as follows (2003):

2003 Base Level Budget	Expenditure
Britannia	\$500
Thompson	\$600
Cambie	\$5,000
South Arm	\$2,000
Steveston	\$20,000
Hamilton	\$600
Sea Island	\$600
City Centre	\$3,000
London Farm	\$1,000
Heritage and Cultural Services	\$500
Cultural Centre	\$1,500
Emergency Services	\$6,500
Parks - Sports and Fitness	\$4,000
Parks - City wide special events	\$65,700
General Contingency Fund - Civic Appreciation Dinner, Sunrise Rotary Club Festival, 911 Awards Dinner, other events	\$20,000
<b>Total</b>	<b>\$131,500</b>

In addition to these funds are staffing costs for event organization and administration, for sundry supplies, litter control, site and facility clean-up, City-funded publicity, licensing, bylaw enforcement, inspections, etc. These costs are absorbed into regular operational budgets. Fire and police costs are typically charged back to event organizers on a cost recovery basis.

**Jane Fernyhough and Vern Jacques, Managers, Recreation and Cultural Services**

- For events that have some staff connections, we find ways to make them work well, especially for regular and annual events. This staff involvement prevents issues from arising that might occur for events without direct staff assistance. Staff work towards the event's compliance with City regulations and requirements.
- Some events are more staff run than others, such as Multifest and City Centre Celebration. When we have moved away from City involvement in events, the associations have typically struggled (and in some cases failed) to keep the event alive.
- Special events are hugely important to the community and people like them. Events get people involved who often don't take part in any other way. Because of the great value to the community, why should staff not be involved? Events are as important as community recreation programs which we as a City support in a large way.
- We need to do a better job of identifying and communicating the wide range of social and economic benefits that arise from special events.
- Salmon Festival gets upwards of 50,000 participants, Nibbles and Bites attracts around 10,000, City Centre celebrations and Multifest get between 5,000 and 8,000 participants each.

- Cranberry Festival and the Nature Park was big for a while. It received support from the cranberry industry. One of the main issues the Nature Park has regarding events is inadequate parking. Other Nature Park events that are successful are Halloween programs and Christmas lights display.
- South Arm has periodic events. Hamilton and Burkeville host neighbourhood festivals and picnics targeted to local residents.
- Sponsoring organizations tend to view their special events from their own particular perspective and perhaps as fundraising opportunities. They may overlook the wider community impacts, benefits and costs. This may impact the focus and priorities for the events.
- An example of a new event that the City helped to get off the ground was the Turkish Festival hosted by the Turkish Society. Staff worked with the society to help them get the event off the ground. It was held at the Cultural Centre.
- We need to make it a priority to encourage more ethnic and cultural events. A set of guidelines for organizations considering hosting such events has been drafted by the Recreation and Cultural Services Department. It outlines the factors that make for a successful event and the promotional support the City can offer.
- It would be good for Recreation and Culture Staff to have some discretionary funds to support new special events that are of wide community interest and benefit, as they arise.
- Business licensing is an issue for some events. For example the cost of business licences for the Artist's market at Tall Ships was prohibitive for many of the best artists. Steveston Salmon Festival wants to streamline the business licence process for vendors. Vendors at Nibbles and Bites already have Richmond business licence for their restaurant. That should be sufficient to cover any sales they do at the event.
- Suggested criteria for City involvement in special events:
  - Events such as Tall Ships that require significant City services, properties, facilities, etc. need to be City run or City partnered events where the City has a significant role in the decision making. The Salmon Festival may be another such event due to its size, and requirement for City services.
  - If the event site can be controlled, it is much easier to let a community group take the lead.
  - Events run by businesses or organizations on private land need to have City involvement regarding safety related issues.
- Special events can bring significant community benefit for residents, visitors, and businesses. The City needs to do a better job of highlighting the community benefits of events.
- Small neighbourhood events and programs build community and need to have support to get them going. (E.g. programs and events in residential complexes).
- We should be encouraging and hosting more events. This was also identified as a community desire in the 2001 Richmond Community Needs Assessment.

#### **Dave McBride, Manager Aquatic and Arena Services**

- Competitive aquatic events held at Watermania range in size. Large events, such as the provincial secondary school championship and the Richmond Rapids fast swim classic bring in 600 competitors each, plus spectators and volunteers.
- For both aquatics and arenas tournaments, the hosting organizations rent the facilities from the City. City staff facilitate the needs of the user groups to ensure the successful running of the event. This includes meeting with the organization in advance, setting up necessary equipment (timing system, lane ropes, starter for swim meets), tables and chairs, garbage receptacles, and arranging for extra maintenance staff, and ice cleans for arena events. Event organizers take care of all other details and event administration.
- City costs for arena and aquatic events are covered by the rental charge, which includes a special events surcharge, above regular facility rental rates.

- In a lot of other cities, when major tournaments are held at arenas and aquatic facilities, regular public programming is impacted. Because at Watermania we have separate wave and competitive pools, public use continues during events, with the waterslide, wave pool, and weight room remaining open for use. For major arena events, some public programming is cancelled, but with the number of rinks available, this disruption is minimal. The various facility user groups work together to trade off facility use for each other's special events.
- Given the ample parking at this point at Riverport, parking is not usually a problem for special events.
- Special events are positive economic generators impacting hotels, food and beverage businesses, etc.
- The City has received requests for subsidized rental rates for special events on the basis of the economic stimulus they are providing. We need a clear indication on whether we should be offering grants and subsidies for arenas and aquatics special events, and if so we need clear guidelines on how they would be determined.
- The City received a request to host the World Jr. Table Tennis Championship at Minoru Arena. The request was for free rent during the arena's peak season. The organizers wanted the City to provide special flooring, to take the glass out from around the rinks, provide staffing, and a reception. Staff were asked to do what they could to make this event happen. As it turned out, it was not hosted, but it points out the need for some clear guidelines on the scope and extent of what the City is prepared to provide in terms of special events support. We need to look at the impact of events on other user groups and the community as a whole. It should be clear where our priorities lie and who should have the final say in the allocation of facility space, particularly when the event is not a typical use for the facility in question.
- We need to spell out what 'sponsorship' means versus simply using or renting City facilities. Maybe we need to differentiate the level of City support based on the size of scale of the event (e.g. international, provincial, local). But what is international – all BC teams, and one Washington team? We would need some clear guidelines about this.

**Kim Sommerville, Community Facilities Coordinator**

The City provides promotional support for special events in the following ways:

- In the Recreation and Culture Guide, as submitted by community associations.
- On the "Events Page" or "City Page" in the Richmond Review. These are paid ads at a special City rate. Ad costs are charged back to the organizations submitting events. Sometimes City staff design the ads for these groups. Typically these pages promote community association events, but other organizations have also been included from time to time (such as Richmond Minor Baseball).
- City sponsored events such as Halloween fireworks are promoted at City cost in the newspaper, the Recreation and Culture Guide, posters, etc.
- If the City has involvement in the event, it gets promoted on the Parks, Recreation and Cultural Services page of the Richmond Review, which is run about once a month.
- The City has created a template for posters and notices for community events. They provide a consistent format and similar look, with the City's heron logo.

**Rick Stene, Chief Fire Prevention Officer**

- Richmond Fire Rescue Department is involved in safety inspections for special events such as Salmon Festival, Nibble and Bites, Night Market, etc.
- They also provide a fire truck for emergency response at major events, such as the Canada Day and Halloween fireworks, City Centre celebrations, Multifest, Nibbles and Bites, and Salmon Festival.
- Fire safety education displays and the fire safety house are set up for some community events.
- One of the issues related to special events for the Fire Department is that for some events (like the Night Market and new years fair), the City imposes strict safety requirements for some events while not for others. This is a double standard and the City needs to improve the safety adherence for all events.
- The City does not charge for costs of fire services for events, though they are beginning to look at it for safety inspections which occur outside regular shifts.

**Corporal Dave Williams, Traffic, RCMP**

- For major events such as the Salmon Festival, the RCMP play a dual role – traffic control and onsite policing. Traffic control includes road closures and directing traffic. This was done by volunteers in past but it is difficult for them to maintain control. On site policing includes foot patrols, liquor checks, and general policing.
- Richmond RCMP traffic works closely with the City traffic department in terms of providing police presence and traffic control for events at the City's or organizer's request. The RCMP bills the City for policing costs, and the City in turn bills the organizer.
- For some events the RCMP have brought in additional officers to handle problems that might arise. This is best done when there is some advance notice that additional staffing is required. For some events, however, problems arise unexpectedly and the officers on duty at the time deal with it as best they can. There is a risk that should a serious incidence take place, there may not be adequate police coverage and both the City and RCMP could face criticism. Having a longer lead time and more information about the expected attendance would be helpful in being able to schedule additional officers as required.
- While the City wants to encourage a wide range of events, it is important that the concerns and insights of the RCMP continue to be taken into account to ensure that the events proceed safely.
- Some events where police presence is not requested, if the RCMP know about the event in advance, they will change some of their regular shifts to provide extra coverage during that time.
- For film shoots the RCMP is often required to get the manpower on very short notice. Staff on duty have to drop everything to do it, and this is not ideal.
- Greater information sharing would be helpful between the City and the RCMP about events going on, about possible problems, and about related issues. For example car racing events in mall parking lots as legitimate events may impact the messages we are trying to send about stopping street racing.

## Appendix 2

### Stakeholder Needs Assessment - Event Sponsors

#### Events – External Group Input

A variety of groups were selected to interview with an attempt to represent a variety of types of events, locations, and organizers. The following groups were interviewed (either in person or over the phone):

- Private Sector Organizer - Martina Waldkirch, Richmond AutoMall (KidSake Day);
- Sports Groups (Private Organizers)- Roger Barnes, Richmond Boys Youth Soccer; Scott Brannlund, Richmond Girls Soccer, Larry Morrison, Richmond Girls Softball, Bill Merrell, Richmond Boys Fastball, Don Dunfee, Youth Hockey and Running;
- City Centre Community Association – Bob Jones;
- Nature Park Society – Brenda Bartley-Smith;
- Steveston Salmon Festival (Steveston Community Association) – Robin Winskell, Hap Hirata, Jim Kojima.

The following questions were asked of the participants:

- What event(s) do you sponsor that involve the City?
- What does the City do for you?
- Who is your contact at the City? Do you work with anyone else?
- Can you walk us through:
  - process;
  - funding (payments/grants) – What costs did the city pay for?;
  - permits/licenses;
  - approvals;
  - equipment/resources;
  - What were the insurance costs? What did you cover? The city cover?
- Were there issues that arose during or after the event? Traffic, police, fire, or ambulance safety issues? Was the garbage collected?
- Was there anything that made the experience with the City good? If so, what and why?
- Was there anything that made the experience difficult? If so, what & why?
- How could we have made the experience better/easier for you?

#### Event Interview - Feedback Summary (January 2004)

Common themes are:

City Event staff are most helpful and accommodating. Events have a huge economic benefit to the community and provide a positive alternate for those involved.

- Multiple contact points are a problem, with single point preferred.
- Information packages containing city needs, contact information, resources (what's free, what's not, and what support can be expected from the City), process, protocol useful for new organizers.
- Coordinated event dates and promotion would be valuable including working with Tourism Richmond and the Chamber of Commerce.
- Assistance addressing traffic, parking management and licensing enforcement issues.

- Central resource booking would be useful. Including safe return, more chairs / picnic and stand benches, easy to install tents.
- High insurance costs, would like to see one under the city.
- Electrical and washroom capacity are short on some sites.
- Scattered event site locations, would like to see central facilities.

## Events Interview Summary

December 3, 2003

Martina Waldkirch, Rmd Automall (KidSake Day)

(Private not for profit event)

**The event:** Annual one day event sponsored by Richmond Automall aimed at providing safety information to kids. Works with a variety of community groups to host the event. Over 9,000 attendees and 35 community and non-profits groups represented. The event has ran for 5 years.

**They:** organize, run, and promote the event.

**The City:** provides in kind support for this event and has four participating groups providing information booths (Fire; Bylaws; Police; Emergency Programs). In kind support includes; recycling bins; traffic barricades; signs; and Mayorial representation. The City does not include any real “funding” for this event. The City lends it’s name as a “sponsor” for “legitimacy” purposes for the event.

### Event Feedback:

- Multiple contacts are a problem (10 stops).
- No information packages containing contact information; list of resources; process; protocol etc.
- Need to know what they can ask for, and what is free or charged.
- Need to know how they get the approval for sponsorship and resources.
- No website promotional link with event (coverage and publicity).
- Liked single point of entry for event needs.

## Events Interview Summary

January 13, 2004

Bob Jones, City Centre Community Association

Community Association Community Events.

**Event(s):** Larger events include the Easter Egg Extravaganza and City Centre Celebration. CC Celebration (held in Minoru Park) is held with assistance from the Rotary Club and some materials borrowed from other Community Associations. Board members utilize their existing centre staff (some p/t staff paid by Assoc) and work with Dave and Ross in Parks.

**The City provides:** picnic tables; show mobile; clean up of grounds and provision of cans. Fire Rescue is present to provide stuffed animal dogs to kids under 3. RCMP participate in Red Surge in International Parade (21 groups).

**They:** hire someone to do their own electrical work to support band and food preparation needs (installed a new \$1,000 panel recently); use their own tents and borrow from other centres. They manage their own on-site parking. Auxiliary Coast Guard provides first aid.

Permits – Health for international (15 vendors) food event.

### Event Feedback:

- Posters removed by City staff when they had verbal permission to put up on hydro poles.
- Condition of shown mobile a safety concern - would like to see booking out and checking return condition system in place.

- Like to see more portable picnic tables available.
- Event publicity can be a challenge.
- Hard to get sponsors now.
- Better communication between City groups – mini board members on events (more focus on what the City wants to see).
- City staff are supportive in helping with event.

## Events Interview

January 13, 2004

Robin Winskell (Organizer); Hap Hirata, Jim Kojima

Steveston Community Association

**Events:** Run a variety of events such as:

Kendo Tournament – 300 participants National, west coast, LA, San Fran, Seattle, Portland, Japan;

Judo Tournament - twice a year, senior 200, junior 300 competitors across Canada and North;

West, International Pan-America, and Japan;

Karate Tournament - 700 contestants – International;

Sponsor NW Amateur Sumo wrestling;

Tennis Tournament;

Xmas Craft Fair; (70 participants), Xmas Hay Wagon Ride, Breakfast with Santa (105 adults/kids);

Salmon Festival (including a trade show) 75,000 people.

Salmon Festival.

Work with Gus and Gord in Parks. Getting web information and forms on-line on City's website. Organizer starts 6 months before event.

Finances – try to break even on event – chance for local charities to fundraise. Charging for parking brought in \$1500 revenue (\$5 / car for the day). They are charged for bus re-routing for parade. Used to get grant for Salmon Queen Pageant, then fireworks. Non-profit groups make on average \$1,000 (Lions \$3,000). Charged double-time for RCMP. St. John's provide medical services (for donation – approx. \$200).

Steveston businesses benefit from event as people “discover” Steveston and come back, like to see Chamber of Commerce involved.

**They** – organize, run and promote the event. BSW do ground cleanup; provide recycling container sponsors.

**City provides** – 15 barricades; no parking signs, 125 traffic cones; 1000' flagging; review stand, dig and install salmon BBQ pit; install snow fencing; water hook-up; electrical setup; generators and as; prep of tennis courts and gates; portable bleachers; pickup trucks; garbage can and liners delivery / removal; 200 sandbags, extension cords, generators, delivery of showmobile; 30 picnic tables; 10 portable washrooms; cardboard garbage container; polyrope; 15 safety vests; 8 garden hoses; 4 posts. Re-use signs from sign shop (city install).

Permits – Health – Individual food vendors; parade approval; police in planning event.

### Event Feedback:

- Richmond Tourism/Marketing step up to the plate.
- City Inspectors look at event and surrounding areas – ie. other food vendors on periphery take away the event participants.
- Bus line charges a concern.
- Cost of insurance – like to see coordinated through the city. Timing of checking papers could be improved.

- Show mobile needs updating to safe condition.
- Would like to use City generators.
- Like to see more tables, chair, and aluminium benches available from the city.
- Double time for RCMP services, like to see other on-site security.
- City’s in-kind services levels based on event growth (ie. more portable toilets).
- Float updated (mechanical and decoration) and used to promote Richmond through Tourism Richmond.
- Banner program to include events and sponsorship.
- Unsure about city’s “support” for community-wide event.
- Staff are positive and supportive of event.

**Events Interview**

December 9, 2003

Brenda Bartley-Smith,  
Richmond Nature Park Society

**Event(s):** Run a variety of events such as: Nature Comes to Lights; SlugFest; Reptile Show; Cranberry Sale; Bog Day. Nature Comes to Light – is a charity event with proceed split between Kinsmen (lights); Rmd Fire Union; and City of Rmd.

**They:** Seek outside (other than just the City) sponsorship for events. They use volunteers to help with events.

**City:** Nature Park Coordinator organizes. Used to get tents from City, now have own. Insured under City policy. Advertisement in Leisure Guide. Have received one-time capital grant (\$1500 purchase of chairs).

**Event Feedback:**

- Parking, traffic management, and visibility are issues. When an event is popular, given the location there are challenges.
- Tent size and complexity of install are issues.
- On-site electrical, and washroom capacity are issues for events.
- Like to see single coordinator and common pool of resources, do basic promo and organizing to avoid event “competing”.
- Better definition of events, show, or program.
- Like to see money for “city-wide” events.

**Events Interview**

December 11, 2003

Don Dunfee (Running and Jr. Hockey)  
Sports Associations (Private Organizers)

**Event(s):**

Rmd. Minor Hockey – Adam Pee Wee (780 kids 48 teams).

Running – Rmd. Flatlands Race (Kajaks) 680- 1500 participants.

International Track & Field Meet / BC Elementary Meet.

Flatlands Run (22nd year) – works with Ross, use as single contact to organize event.

**They:** organize, run, and promote event. Use volunteers.

**City Resources** – (42 intersections – police liaison and permits via Ross). No actual \$ funding from City. City services in-kind – showmobile; route sign posting; barricades; cones & vests for volunteers; Clements track and Minoru pavilion; RCMP “gift” of overtime / Fire “unofficial” help with on-course first aid and rescue truck at Minoru.



**Minor Hockey** – works with Derrik & Will organize, single contact to organize (ice time 114 games; meeting rooms; lobby). 5 tourney's a year - Xmas Midget A – biggest 40 teams (40 x 17 players = 680 players + parents and others / average 18 rooms/team 72 room nights x 30 teams).

**They:** organize, run, and promote event. They pay for ice time; referees, use volunteers (114 games x 4 people x 1 ½ hrs = 684 hours) as scorekeepers, work on prizes, raffles/ 50/50, and referee assigning. They seek business sponsors (hotels; restaurants) for prizes and run raffles to keep tournament costs down for kids. Carry own insurance the BC Amateur Hockey Assoc. or Sports BC.

**City Resources:** Organize ice-time (114 games); provide sweepers; iceman; office staff for questions and needs.

**Event Feedback:**

- All first rate staff.
- Events provide a “positive” alternate outlet for kids.
- Cultural or sports infrastructure not in place (playing fields; indoor track; dormitory space)(music rooms for practice and after hours community use).
- Like to see 2010 Olympic curling in Richmond.
- Like to see mid-sized multi-use 8-10,000 seat arena, with boxes (mini GM Place) at Silver City (limited mid-sized arena in Vancouver – could be busy and a revenue generator).

## Events Interview

December 16, 2003

Roger Barnes, Richmond Boys Youth Soccer; Scott Brannlund, Richmond Girls Soccer, Larry Morrison, Richmond Girls Softball, Bill Merrell, Richmond Boys Fastball  
Sports Associations (Private Organizers) Cont'd

**Event(s):**

**Girls Soccer** Thanksgiving 2-day tournament – 100 teams 15/16 per team + coaches/parents (30-35 Rmd teams) (90% out of town a day 70 out of Rmd travel). Use SouthArm/London and variety of fields.

Mini Jamboree – 35 teams at the start / close of season for Rmd teams. \$70,000 economic generator.

**Boys Soccer** Jamboree 750 boys, opens season. Thanksgiving tour 130 teams 10 overnight 2100 kids 180 rooms at Ramada (\$100,000 economic generator). Rmd Cup 50 team knock out. Mid March Minim tour under 10 teams, 15 fields. Summer soccer windup jamboree 400 kids at South Arm. National Provincial Championship 18 teams end of July.

**Boys Fastball** opening in April 30 teams. Closer 30 teams June Father's Day. Provincial Championship 12-16 out of town teams. Western Canadian Men/Women Sr. Championship August 18 teams across Canada.

Coach's decided what first aid required – St. John's Ambulance (by donation) \$450.00 for 2 days. Meet annually in Jan with Parks (Ross) to coordinate sports field activities. Most logistics through Ross, some Permits. Ross coordinates Fire; Police; Liquor.

**They:** provide own insurance from Sports BC for associations (3rd party City & School District)

**City Provides:** field; lines; grass; lighting; washrooms; field house; concession; trash containers and tent.

**Event Feedback:**

- Parking - need some towing for blocked emergency accesses.
- Field house access.
- Pins for teams (would like to see Tourism Rmd / City partner).
- Fields are split geographically, like central area (means more Provincial; National events as we have hotels; airport proximity; and activities).
- New info package (protocol for small events).
- Staff receptive and accommodating.

# Appendix 3

## Best Practices

### Special Events Management in Other Cities

#### Summary of Findings December 2003

#### City of Vancouver

##### Process

- Special events are approved by the Festival Expediting Staff Team (FEST) Committee. The Special Event Coordinator chairs the FEST committee which is made up of representatives from the Police, Park Board, Fire, BC Transit and any other civic departments or governmental bodies that may need to be consulted.
- Event applications are reviewed by the Special Event Coordinator and if necessary, an organization may be asked to attend a meeting with the FEST Committee to discuss the application.
- The length of time required for an approval varies depending on the size and nature of the event. A smaller event (stationary rally, demonstration) may be approved in a matter of days while a larger event (parade, fun run) may require up to two months for route approval. An event that is unusually large or controversial may require City Council approval and this process may take longer than two months.
- The organizer is responsible for the notification of residents and/or merchants affected by the special event.
- Once an application is received, it is sent out to various departments and reviewed at regular Committee meetings to identify requirements e.g. block streets, ambulance standby, etc. An approximate cost for the event is determined and the organizers are so advised. A deposit is then made to the City and the funds are used as a draw for payment of costs.
- Special events information, applications, and calendar of events are available on the City's web site.

##### Funding

- The City assists special events through grants, free or at-cost services and/or direct delivery of events.
- Events are not charged for the use of streets or parks, but police and engineering services are charged on a cost recovery basis.
- There is no charge to apply to the City for the use of the city's sidewalks. If the event requires temporary parking or police assistance, an estimate of the anticipated charges will be determined by the Special Events Office. Organizers of unapproved events or of events that exceed the permit conditions will be billed for any City costs (police, engineering, etc.) incurred as a result.
- The City provides an annual special events budget of \$75,000. In addition, up to \$400,000 per year may be available in the form of opportunity grants to support three types of initiatives:
  - new professionally organized festivals or celebrations that relate to Vancouver's distinct character, history, diversity and location;
  - city-wide festivals or special celebrations with local, non-profit component;
  - joint venture and cultural exchanges with cultural tourism objectives.
- The City's cultural grants program provides funding to non-profit groups for arts and cultural festivals and celebrations, based on Council-approved criteria.

## City of Surrey

### Process and Funding

- Surrey's FEST Committee (Festival and Events Support Team), chaired by a Special Event Manager, is responsible for corporate planning of events with both internal and outside agencies such as transit, ambulance, health, etc. The Committee meets regularly to review applications.
- A special event package is available to the public. which includes a policy and procedures manual, special event application form, Special Events bylaw, insurance certificate and calendar of events application for the Surrey's web page.
- Surrey has a Special events bylaw which governs large public gatherings but does not apply to events held public parks, community halls, land zoned for public assembly, school board land, or filming. The bylaw sets out permit process, health and safety inspections, policing, required approvals, and insurance. A permit is required for events 250+ people or 125+ where alcohol will be served.
- Revenues from filming is obtained on a cost-recovery basis and used for tourism promotion.

## City of Seattle

### Process

- Seattle has a special events committee that reviews applications. Applicant meets with committee for 30 min or less. committee meets once per month.
- City's right to regulate time, place and manner of events to protect public health and safety, reduce impacts on public places and neighbouring areas, protect rights of other users of public places.
- Park use permit, street use permit, special event permit, Special events Ordinances.
- Definition of special event for which a permit is required:
  - an event to be held in park or public place, with more than 50 people, having substantial impact on that park or place, and requiring provision of substantial public services;
  - OR an event to be held on private property with more than 500 people gathering in a park or public place, having substantial impact on that park or place, and requiring provision of substantial public services;
  - OR any event planned in a park or public place where City services are requested above what is normally provided.
- Special events guidelines, timelines, permits required, and other instructions are outlined in a handbook. Requirements from all departments are in one place and clearly spelled out. This would be a useful template for Richmond.
- Organizers of large events (over 500 people) are required to notify affected residents and businesses of event 30 days in advance. a sample letter is included in their special events handbook.
- The City collects a percentage of the gross receipts from entry fees and concession sales for events held on park property.
- There is provision for collecting costs of repairing damaged sports fields as a result of non-athletic park use.
- There are guidelines for marine events on Seattle's waterways, including harbour patrol (Seattle Police Dept). There are also regulations about events involving swing bridges.
- Restrooms with hot and cold running water and hand sinks are required for all events with food booths.
- They have guidelines around events that disrupt transit service.
- They outline specific liability insurance coverage depending on the nature of the event, e.g. involving pony rides, petting zoo, motorcycles, jet skis, power model vehicles, use of power tools and equipment, carnival rides, valet parking, etc.
- They outline reasons for denying a permit which are not based on viewpoint or message of the event, but relate to public health and safety, adverse impacts, noise, traffic and parking problems, inability of City to accommodate the need for public services at the requested time, etc.

## Funding

- Seattle has a schedule for determining special events permit fees, depending on number of expected participants, type of event and existence of entry fee. Fees range from \$140 per day for a day-long event with no admission fee, to \$32,600 per day for an event with admission fee and 50,000 or more participants.
- They have outlined a list of factors taken into account when considering exemptions for special events permit fees.
- They have a trade show licence which may be exempted for government agencies and some non-profit organizations.

## City of Kamloops

### Process – Tournament Capital Program

- The City of Kamloops administers the Tournament Capital program through the Parks and Recreation department. Parks staff maintain and improve playing fields, while the Recreation staff books facilities and assists sport groups with promotional kits and various tournament incentive programs.
- They also offer programs tournament capital grants, athlete/team recognition, tournament organizer recognition, tourism packages and commemorative pins, tournament capital services, bid assistance for those groups wishing to host major events. Their goal is to make hosting successful tournaments as easy as possible.
- The City will make adjustments to fields (mounds, fencing, etc) for tournaments.
- They see tournaments not only contributing to the local economy but also allowing the City to maintain and upgrade its sport facilities to the highest competitive standards.
- It seems that the Tournament Capital Program is primarily a marketing program to promote Kamloops as a destination for tournaments. Their information packages are professionally designed with a marketing flavour. Aside from the marketing, their formal granting program and bid assistance, it does not appear to be significantly different than what Richmond is already doing through our Parks Dept.

### Funding

- The Tournament Capital Grants are available only to amateur sports organizations and the event facilities and services used must be in the City of Kamloops.
- Maximum grant amounts are as follows:
  - regional tournament - \$200 (with minimum of 50 out-of-town participants);
  - provincial tournament - \$500;
  - western Canada tournament - \$1,000;
  - national tournament - \$1,500.
- For tournaments they offer the fourth day of facility rental free (based on least expensive day).
- Funding assistance is also available for teams attending national competitions.
- Special team rates for tournaments are offered by local hotels.

## City of Edmonton

### Process and Funding

- The City of Edmonton offers funding for a limited number of one time events and conferences held in Edmonton under their **corporate sponsorship program** through their economic development office. The criteria include:
  - host is a non-profit registered organization;
  - event has international scope with 50% or more delegates from outside Canada;
  - the City receives media exposure and other direct benefits as a corporate sponsor;
  - host is not receiving other grants or discounted services from the City.

- The City also offers **Hosting Grants** for amateur sport and recreation events and multicultural events. Sports events must be provincial, Western Canada, national or international tournaments. Multicultural events must be provincial, Western Canada, national or international in scope or significance.
- The maximum hosting grant is normally \$2,500 and not exceeding 25% of operating expenses. 40% of the grant is withheld till the group submits its final report following the event.
- The Edmonton Arts Council awards grant to festivals and arts activities.

## City of Calgary

### Process

- Special events guidelines protect park spaces, ensure public safety, provide a planning resource for organizing successful events.
- Special events covered by City's guidelines:
  - event located in City-owned park space, pathway, or open space;
  - has greater impact on park and neighbouring area than casual or intended park use;
  - has over 200 people at a given time (may be less for pathway event);
  - requires external infrastructure to support it (bleachers, tents, toilets, signage, etc).
- A festival is defined as:
  - multi-faceted arts, cultural or recreation experience;
  - include at least 3 elements such as music, dance, theatre, hand-on activities, art exhibits, food and beverage service, merchandise sales;
  - set up and take down happens on days other than event day.
- The limit the number of large events (2,000 or more people or those requiring significant infrastructure) in a given park to once every 2 weeks to allow for park rejuvenation.
- Priority booking of park space is given to events that are open to the public, have mandate for recreational, cultural, environmental or community wellness. Private, commercial, political or religions functions are considered on case by case basis.
- A City staff liaison may be assigned to work with event organizers to obtain event details and to ensure that guidelines are understood and permit conditions are met.
- Approval occurs in stages – from approval to proceed with event planning to final release of permit once all conditions are met. Proof of conditions are required 21 days before event set-up. Final permit must be picked up and paid for 14 days prior to event.
- They have twice yearly application deadlines for renewal of annual booking – May 15 for events from October to April and October 15 for events from May to September.
- Merchandise sales and food/beverage sales must be part of a larger event, related to the themes of the event, compatible with a public park, and conducted from stationary sites. They have guidelines on the types of merchandise and services that can be sold.
- The requirement for each vendor of food and merchandise to have a business licence depends on the situation. For events co-sponsored by the City, no licences are required as the City is licensed to conduct such activities on the site. Where there are multiple vendors, the organizer may be able to purchase a Market Licence, which eliminates the need for each vendor to have a licence. It may be worth having a look at the specifics about this licence and when it is applied.
- Events with alcohol sales are required to have 2 duty police officers in attendance, at the cost of the event organizer.
- They have guidelines governing on-site fundraising activities, event sponsorship, and on-site promotions and distribution of samples and written materials.

## Funding

- The City cosponsors some events. This cosponsorship is generally limited to reducing or waiving park rental fees. To be considered, the event must compliment the objectives of the City in terms of its recreational, cultural, environmental, or community wellness mandates. It must be hosted by a registered non-profit society, and be open to the general public. Other considerations for support include the organization's relationship with the City, the nature of the event, nature of the organizer, and need for support. Several representatives of the City's parks and recreation departments are involved in the decision-making. The City enters a legal agreement with the organization. The organizer must provide recognition of the City's contribution.
- Special event fees include:
  - an administration fee of \$26.75, which covers cost of processing the application and permit;
  - a park rental fees which covers basic services – garbage, water and power if available, use of existing washroom facilities, support form park staff normally assigned to the site. This fee varies by park and by number of people expected to attend. Fees are assessed per 6 hour time block and range from \$38.70 to \$748 per 6 hrs;
  - damage deposit ranging from \$200 to \$5,000;
  - fee for use of stage and other festival equipment permanently on site;
  - fee for providing or modifying a electrical connection if required;
  - charges for site clean-up if not done by event organizer.
- Some funding support is available through the Calgary Region Arts Foundation for recurring arts festivals.

## District of North Vancouver

### Process

North Vancouver City and District are currently exploring alternative service delivery models for special events and standardizing procedures. They are also looking to develop some 'signature events'. North Vancouver District special events process includes the following:

- twice yearly application dates;
- evaluation committee comprising reps from Recreation Commission, Community Service Advisory Committee, Arts and Culture Commission reviews applications and forwards recommendations to Council;
- a final report and financial statement for the event is required by the City within 60 days of event. Report includes a summary of outcomes, community impact, attendance, volunteer participation, revenues and expenses, media coverage;
- organizers are required to provide public recognition of municipal contribution based on the level funding received.

### Civic Funding

Funding and support limited to events that meet the following criteria:

- registered not-for-profit organizations;
- broad community participation;
- established audience and significant potential audience both inside and outside community;
- offer unique experience not duplicated by other organizations and events;
- represents an expansion of an existing event, or a new component to it;
- does not receive grants from other civic sources for this event;
- not created or promoted as a fundraiser or for-profit venture;
- not organized by private sector of and individual;
- shows evidence of financial need;
- event meets community need;

- has community support, including volunteer and audience participation, funding from other sources, involvement of other community partners;
- evidence of management and fiscal responsibility;
- shows positive economic impact.