

# TORONTO STAFF REPORT

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June 16, 2005

To: Economic Development and Parks Committee

From: Sue Corke, Deputy City Manager

Subject: Event Enhancement Strategy  
(All Wards)

Purpose:

To present and obtain approval for the Event Enhancement Strategic Directions derived from the Council approved Tourism Action Plan. Developed by Tourism - Toronto Special Events in consultation with festival and event industry stakeholders, the Event Enhancement Strategic Directions will provide direction for the City to foster, support and promote Toronto's festival and event industry.

Financial Implications and Impact Statement:

There are no immediate financial implications resulting from the adoption of this report. Funding for implementation of the Event Enhancement Strategy is contained within the 2005 approved operating budget for the Tourism program. Financial impacts for future years will be identified in a Staff Report prior to the 2006 Budget Review Process.

The Chief Financial Officer and Treasurer have reviewed this report and concur with the financial impact statement.

Recommendations:

It is recommended that:

- 1) the Tourism Event Enhancement Strategic Directions contained in Attachment No. 1 be adopted;
- 2) the Deputy City Manager report to the October 24, 2005 Economic Development and Parks Committee meeting on an implementation plan with associated costs for the recommendations contained in Attachment No. 1;

- 3) the Deputy City Manager work with the Chief Financial Officer and other Divisions to review all City fees and costs charged to festival and event organizers and report prior to Council consideration of the 2006 budget process;
- 4) the Deputy City Manager report back to the October 24, 2005 Economic Development and Parks Committee on future plans for the Celebrate Toronto Street Festival, and
- 5) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

At its meeting on June 24, 25, and 26, 2003, City Council adopted Clause No.2 of Economic Development and Parks Committee Report No 5., headed "Tourism Development Action Plan – A Five Year Tourism Development Action Plan for the City of Toronto". This action included adopting the recommended plan as a basis for coalescing action across the tourism industry to strengthen Toronto's success as a visitor and convention destination. The Tourism Action Plan clearly articulates the importance of annual festivals and events to the economy of Toronto and recommended that an event enhancement strategy be developed for Toronto's festival and event industry.

The Ontario Ministry of Tourism, Culture and Recreation reinforced this position in its January 2002 report "The Study of Funding in Support of Ontario's Tourism Festivals and Events". The report recommended that an integrated approach be adopted for the festival and event sector and that more effective communication and co-operation among festivals and events take place.

An important part of Toronto's tourism industry's economic success is attributed to festival and event production. Annually produced festivals and events bring thousands of visitors to our City, inject millions of dollars into the economy and create employment opportunities. The tourism industry benefits as festivals and events motivate travel to Toronto, enhance the visitor experience, create a positive image and brand for the City, draw media attention, engender civic pride, lay the foundation for future travel to Toronto, and position Toronto as a world-class, vibrant city.

Over the past two years, Toronto's festival and event industry has faced challenges that continue to limit the growth and viability of the industry. The SARS setback threatened sponsorship opportunities, as corporations feared low attendance and limited impact from their investment. The 2003 "Toronto You Belong Here" promotion illustrated to the industry that the City of Toronto recognized the importance of the festivals and events and was attempting to showcase and promote this resource. Many events acknowledged that the "Toronto You Belong Here" campaign positively impacted their 2003 festival. The City of Toronto also waived a number of fees for Parks and Recreation infrastructure, road closure permits, barricades and Emergency Medical Services for festival and event organizers for the summer of 2003. Approximately \$300,000 in permit and service fees were waived allowing event producers to invest the savings in programming content or marketing. "Toronto You Belong Here" was not financially feasible in 2004 and in 2005 and the City of Toronto had to withdraw support to the industry.

At that same time, new concerns regarding sponsorship surfaced that continue to seriously impact the sponsorship revenue options for Toronto's festivals and events. When the Federal Auditor-General began investigating the management of the Federal government's sponsorship program, the 2004 funding ceased. To compensate, the Federal government provided in-term support through Canadian Heritage Arts Presentation however they did not increase the funds in the program's envelope. Festival and event applicants were informed that they would only be eligible for a maximum of 50% of what they previously received. The Government showed flexibility during this transition however after one grant cycle, festivals would be required to adhere to new categories and new programs that would potentially further limit their funding options.

Festival and event related funding is available at the City of Toronto through the Culture, Economic Development and Parks, Forestry & Recreation Divisions. The scope of the funds is rather limiting and applicable primarily to smaller community events. Some larger events such as Caribana and the Royal Agricultural Winter Fair have historically received direct financial assistance from the Community Partnership and Investment Program Major Organization program. In 2005, Pride Toronto became a recipient of funding from the Major Organization program.

In 2004 festival and event organizers reported an increase in charge backs and permit fees from the City of Toronto. Costs were introduced to pay for by-law officers to monitor sound levels. Toronto Transportation services requested event producers provide transportation management plans creating a minimum \$3,500.00 cost to have these plans created privately. Facilities and Real Estate are reviewing their Public Space Policy creating the potential for increased user-fees. Some City Services have commenced charging administrative fees on top of the actual service charges thus increasing the total costs to organizers. These charges, while having always been in place, have in the past not always been imposed.

In many cases, City of Toronto fees are related to increased labour costs. Staff from City Divisions who provide services to events may have to be re-assigned from their normal duties which may include delivering directly on approved Council priorities such as Clean and Beautiful City initiatives.

Concerns have also been expressed about the costs associated with Toronto Police Services for festivals and events. A report entitled "Events and Impact of Costs Incurred by the Toronto Police Service" adopted by Council in March 2004 reviewed the varied and at times significant costs for policing incurred by event producers. A summary from the report on Policing Costs for various events is presented as Attachment No. 4.

Event production is a multi-tiered process that is complex, costly and becoming more competitive in Toronto. Unfortunately for festival and event producers, some of the costs associated with City services continue to be inconsistent and impact budgets quite significantly.

**City of Toronto Event Related Costs**

City of Toronto event costs are charged on a case by case basis. The Event Organizer determines their event plan and then contacts the City to obtain the appropriate permits and support services.

City Department	Item	Costs Associated	Notes
Works and Emergency Services -Transportation	Bridge Banner	Permit Cost: \$12.18 private organization \$6.09 Charity organization  Production Cost: Banner \$700 (30' x 4') Private Installation \$900 Bridge banners installed by City approved contractor only, at the applicant's expense.  Banner size varies per bridge (max. size: 40' x 4').	Some events request this type of marketing for their event.  Approved bridges only.  Banners over expressways require City Council approval.  14 day maximum.  Bridge banner approval process, fees and costs are under review
	Street Pole Banner	2005 Permit Cost (includes GST): \$95.31 and \$5.58 per pole  Application fee: \$73.05 Hoisting fee: \$30.87 Permit fee per pole: Non-charitable: \$12.18 Charitable/sponsor: \$ 6.09  Private costs: Banner design/manufacturing Installation/maintenance /removal	Some events request this form of marketing for their event.  City light poles ownership under review.  60 day maximum-depending on location/date (Business Improvement Area banners exempted).  Approval required for use of poles within a Business Improvement Area.  Approval required for use of TTC, Hydro poles.  Pole banner approval process, fees and costs are under review.

City Department	Item	Costs Associated	Notes
	Road Closure	<p>City Permit \$68.64 per day</p> <p>Private costs: \$2m. cross liability insurance (cost depends on size/type of event).</p> <p>Notice of Event (8 ½' x 11") delivered to properties affected by road closure.</p> <p>Interlocking Barricades \$12 per Unit Road Closed signs \$6 per Unit Traffic cones</p> <p>TC 54-Barrels \$2 per Unit.</p> <p>Security Company or Marshals to staff road closure points where Police are not required.</p> <p>Garbage and litter cleanup/removal.</p>	<p>Depending on the type of event and location and size of the street closure the following items may be required to obtain a permit:</p> <p>* Sign-off from Business Improvement Area or Business Association to hold an event in their defined area. *Advance Signage \$400-\$500 per sign. *1-2 Way Street Conversion \$500 per street.</p> <p>* Water-barrel Ballast filling</p> <p>Private costs: Traffic Plan \$3500 would be the base price.</p> <p>Portable Toilets Hand washing stations Silent generators</p>
Works and Emergency Services - Solid Waste	Street Cleaning	No charge for parades.	In the case of street closures, event organizers are required to maintain, clean and restore the area to its original condition.
Toronto Fire Services	Toronto Fire Services	Based solely on the review of the event design.	Most of the events produced in the City of Toronto do not require on site Fire personnel or equipment. In some cases, Fire service personnel and equipment are re-located for the day to the event site from their Fire Station.
Urban Development Services – Municipal Licensing Standards	Noise Control Officer	\$60 per hour (required during event time).	If amplified sound is used at the event in a City Park or on a City Street, a Municipal Licensing Standards Officer is required.
	Vending – By-law Officer	No charge for officers.	Officers patrol and enforce legal vending regardless of whether an event is taking place.
Toronto Police Services	Pay Duty Police Services	<p>\$55.00 an hour with a 15% admin. fee and G.S.T charged against the admin fee.</p> <p>Calculates to approx.\$64hr. with a 3 hour minimum.</p>	Mandatory for most street events based on the location of the road closure, number of participants and if alcohol is being sold at the event.

City Department	Item	Costs Associated	Notes
Emergency Medical Services	PCP Ambulance Crew ACP Ambulance Crew Rapid Response Bike Paramedic Crew EMS Ambulance Gator Crew EMS Supervisor	\$150/hr \$165/hr \$170/hr (2 members)  \$170/hr  \$90 (required when 4 or more EMS units are assigned to an event)  * Each of these includes vehicles, equipment and resources to provide normal EMS services. * All bookings are for a min.of 4 hours of paid time, plus a (2) hour preparation and travel time. * Charges will be billed to the nearest half-hour. * Short notice surcharge of \$75.00 is charged for all bookings with less than 24 hours notice. * Cancellations made with less than 12 hours notice are subject to the four (4) hour minimum booking time.  * No additional charges are levied for weekend or night event coverage.	Generally recommend that one PCP Ambulance be made available for every 5000 participants with a view of the type of event, times of day, duration of event, specific coverage day (for multi day events), activity levels, known risk factor or threats, etc.
Toronto Transit Commission	Buses  Streetcars  Supervisor  Admin cost to cover signage & diversionary routing  If only a stop adjustment is required	First 2 hours; \$280.00 Each additional hour \$94.00  First 3 hours; \$518.00 Each additional hour \$121.00  \$133.00 per hour  \$300.00  \$125.00	Costs are developed once the road closure is determined.  The determining factor is location, length in time for the closure, routes affected (bus or streetcar), and the mileage covered by the diversionary routing.
Facilities and Real Estate	<b>Metro Hall</b> Housekeeping Personnel Technical Staff Foreperson Security Staff Electrician Coordinator	\$33.00/hour/Cleaner \$40.00/hour/Technician \$40.00/hour/Foreperson \$39.00/hour/Officer \$75.00/hour/Electrician \$50.00/hour/Coordinator	No rent charge at Metro Hall. When necessary, clients are charged for staff hours on weekends/after hours for recovery purposes only.

<b>City Department</b>	<b>Item</b>	<b>Costs Associated</b>	<b>Notes</b>
Parks and Recreation	<b>Mel Lastman Square:</b> Parks Maintenance	\$40/hr/worker or \$60/hr/worker on stat. holiday \$46/hr/sub-foreman or \$60/hr/Subforeman on stat. holiday	Groups are only charged for staff overtime. Regular staff shifts are not charged back to the Permit Holder.
	Garbage Disposal	Charged back by weight	Permit Holder charged whatever the transfer station charges city-usually between \$18 - \$40/load.
	Concession Rental	\$50/day	
	Plywood Rental	\$15/plywood sheet	For barbecues.
	Permit Fees Regular fees	\$25.50 - \$102/hr	Dependant on type of group and nature of event.
	Sponsorship events	\$250/day	Where groups are permitting the square solely for promoting their company, distributing literature and free give-aways, corporate banners are displayed.
	Corporate Security	Parks & Rec. is charged by Corporate Security - \$41.73/hr/officer.	This is charged back to the Permit Holder.
	SOCAN Fee	\$5.35/event	Based on annual fee that Parks & Rec. is charged - divided among all events that have music element.
	Damages	Charge-backs to cover cost of replacement and staff time to repair.	
	Liability Insurance	Detailed fee schedule for less than 500 participants depending on activity.	For more that 500 participants, an application is sent to Marsh Insurance for a quote.
	<b>Albert Campbell Square:</b> Parks Maintenance	Part-time staff costs ( 2 staff @ 6 hours @ 12.50 per hour) and Parks clean-up at over \$300.	
	Picnic Tables & Waste Receptacles	1-5 \$325.00 6-10 \$650.00	Includes delivery and pick-up.
	Showmobile Stage	\$1750.00	Includes delivery and pick-up.
	Steel Barricades	1-10 \$325.00	Includes delivery and pick-up.
Electrical Power	\$45.00 per day \$120.00 (when an electrician is required)	Only available in some parks.	
Post Event- Clean up	\$153.48 per hour		
Liquor Permit	\$75.00	Apply with AGCO at LCBO.	

Many street events are charged for additional City services beyond the \$69.00 road closure permit fee. For example, in 2004, the Taste of Danforth paid approximately \$41,000 in City of Toronto fees for Transportation signage, Police, TTC, Park fees and Solid Waste. The 2004 Roncevalles Village Fall BIA Festival paid approximately \$25,000 in City Fees for TTC, Transportation signage, Police and rental of the City Showmobile Stage. Finally, the Festival on Bloor, a one day event in June 2005 on Bloor Street incurred approximately \$5,000 in City of Toronto fees for Transportation signage, Police and bagging and signage of parking meters.

By producing their events in Toronto, festival and event producers are enhancing Toronto. The City of Toronto should have a vested interest in promoting and maintaining the positive impacts these festivals and events have on our City. The industry is in need of support in order to retain and build on the success of Toronto as a city of festivals and events.

The Event Enhancement Strategy gives the City the opportunity to assess the needs of the festival and event industry and determine, in collaboration with the industry, how all the parties can effectively work together. The Event Enhancement Strategy is a strategy that suggests practical guidelines as well as tools to support Toronto's Festival and Event Industry. This strategy will assist in the continued economic benefit of festival and event production as well as enhance the City's tourism product.

The outline for the research and development of the Event Enhancement Strategy was approved by council in June 2004. Toronto Special Events spearheaded the research and development of the Event Enhancement Strategy which included objectives and elements that were suggested in the Tourism Development Plan including: Benchmarking Toronto's Festival Support, Developing a Festival and Event Alliance, Enhancing and Extending Key Events produced by Toronto Special Events, Developing Criteria to Categorize Festivals and Events, and the Development of a Toronto Festival and Event Calendar.

## Comments

### Research and Consultation

Toronto Special Events staff consulted with other cities in North America and consulted with Toronto's Festival and Event industry stakeholders to gather information and formulate the recommendations of the strategy. (see Attachment No. 2)

North American municipalities were contacted in 2004 via phone interviews and email interviews to gather information. Eighteen North American cities were asked to share how they offer support to their respective festival and event industry in order to benchmark the City of Toronto's event support and event production services.

The major themes and services that were analyzed and compared were: event production, an event support office, city grants and funds available to festivals and events, marketing and promotion of events through the city, and city equipment, city space and fee schedules available to event producers.

## Benchmarking Toronto's Festival Support

Research indicated that the City of Toronto offers a unique and sought after model for festival and event support within North America.

### Canadian Cities

Detail	Toronto	Barrie	Calgary	Halifax	London	Mississauga	Montreal	Ottawa	Vancouver	Windsor	Quebec City
City Office Dedicated to Events	✓	✓		✓	✓		✓		✓	✓	
Major Event Production	✓	✓	✓	✓			✓				
Event Consultation	✓	✓			✓				✓	✓	
One-Stop Event Support	✓	✓	✓	✓	✓			✓	✓	✓	
City Grants for Festivals and Events	✓		✓	✓	✓	✓	✓	✓	✓		✓
Event Marketing	✓	✓									
Event Programming	✓										
Political Events/Protocol	✓	✓		✓		✓					
Sponsorship Retention	✓										
Event Permits/Forms Online	✓				✓				✓	✓	
Event Calendar Online	✓		✓	✓					✓		
Event Operations – Logistics & Equipment	✓	✓	✓	✓		✓	✓	✓		✓	✓
Fees for City Service and Equipment	✓			✓	✓	✓				✓	✓
Public Relations	✓										
Community and Neighbourhood Festival Production & Support		✓	✓	✓							
All Event Services in One Office		✓			✓				✓		
Currently reviewing their Event Office/Event Support	✓		✓						✓	✓	

### American Cities

Detail	Toronto	Boston	Chicago	New Orleans	New York	San Diego	San Francisco	Seattle
City office Dedicated to Events	✓	✓	✓	✓	✓	✓	✓	✓
Major Event Production	✓		✓					
Event Consultation	✓		✓		✓	✓		✓
Event Bids/Retention	✓		✓			✓		
One-Stop Event Support	✓		✓				✓	✓
City Grants for Festivals & Events	✓		✓		✓			✓

Detail	Toronto	Boston	Chicago	New Orleans	New York	San Diego	San Francisco	Seattle
Event Marketing	✓		✓		✓			
Event Programming	✓		✓		✓			
Political Events/Protocol	✓		✓					
Sponsorship Retention	✓		✓					
Event Permits/Forms Online	✓		✓		✓	✓		✓
Event Calendar Online	✓		✓		✓	✓		✓
Event Operations – Logistics & Equipment	✓		✓		✓	✓	✓	
Fees for City Service and Equipment	✓		✓					✓
Public Relations	✓		✓					
Community and Neighbourhood Festival Production & Support			✓				✓	
All Event Services in One office			✓					
Currently Reviewing their Event Office/Event Support	✓							
Event Incubation			✓				✓	

#### Toronto Special Events Current Operating Program

Toronto Special Events is an event campaign production and consultation section within the City’s Tourism Division. It was created to take advantage of the existing and emerging opportunities in the realm of festivals and special events. This section develops and promotes innovative, professionally produced large-scale event campaigns that engender civic pride among residents, enhance the visitor experience, raise Toronto’s tourism profile, motivate travel to Toronto and generate a positive economic impact. This section provides comprehensive event support services to external and internal event producers in the City of Toronto.

In 2004, Toronto Special Events:

- Produced and promoted six annual tourism event products and marketing campaigns including the first annual WinterCity festival(including Winterlicious), the Celebrate Toronto Street Festival (including Summerlicious), Fresh Wednesdays, Tasty Thursdays and the Cavalcade of Lights Festival and Exhibit which collectively attracted and entertained over 2.2 million residents and tourists.
- Developed and produced two new event series on Nathan Phillips Square – Fresh Wednesdays and Tasty Thursdays.
- Negotiated with and contracted over 1400 individual artists and 381 performance groups to entertain residents and tourists at city produced festivals and events.
- Provided consultative support to over 800 external event producers and organizers.
- Facilitated 128 event producers and organizers requesting use of Nathan Phillips Square.
- Produced 75 to 100 event “days” annually.

- Produced 500 performances ranging from concerts, dance and street theatre productions to culinary events, cirque acts and spectacle shows.
- Offered 28 promotion days in 220 restaurants and 60 attractions.
- Recruited and managed 4200 volunteer hours from 35 organizations and close to 750 individuals.
- Negotiated, contracted and supervised more than 1,000 production staff and 50 external suppliers including stage managers, audio and lighting technicians and special effect and pyrotechnic teams.
- Generated an annual economic impact of \$ 22.8 million to the Toronto area.
- Secured \$1.4 million in revenue.
- Secured \$500,000 in in-kind sponsorships.
- Secured \$2.6 million in contra advertising.
- Garnered \$2.5 million in editorial coverage.
- Supported and enhanced various economic sectors identified by the City of Toronto including Business Improvement Areas, Canadian Fashion Sector, Restaurant and Hotel industries.
- Garnered more than 500 individual stories and articles in local, national and international media.
- Integrated seven unique neighbourhoods (BIAs) through the joint investment of private and public sector funds for Cavalcade of Lights.

Toronto Special Events has been actively re-evaluating its programs and services to better meet the needs of the tourism industry, festival and event industry and the public.

In 2002 Toronto Special Events established the Event Support Team to bring together representatives from Works and Emergency Services, Toronto Police Services, Toronto Fire Services, Communications, Parks and Recreation, Emergency Medical Services and Municipal Licensing Standards to discuss event related issues and table any city-wide event plans. Research indicates that this type of committee is what other North American Cities use as their principal event support service.

The six annual tourism event products that Toronto Special Events produces have all been reviewed and 5-year repositioning strategies have been implemented in order to develop their impact and scope. Toronto Special Events recognizes that evolution needs to occur in order to build the products. As a result, new programs like the highly acclaimed restaurant promotions “Summerlicious” and “Winterlicious” have been created and become successes for both the consumer and the restaurateur.

As part of the on-going re-evaluation of current programs, Toronto Special Events is currently exploring ways to re-position the Celebrate Toronto Street Festival. Consideration will be given to positioning the festival as a launch event for a “City of Festivals” summer campaign or packaging it into the Year of Creativity celebrations planned for 2006. Reviewing the Celebrate Toronto Street Festival, its mandate, format, timing and relevance to the current festival and event environment in Toronto will be the subject of a report to be presented to EDPC in October 2005.

## Stakeholder Input and Consultation

While reviewing how other cities currently work with their respective festivals and events is important, developing a strategy that addresses Toronto's concerns can only be done if the sector it impacts is involved in the process.

Toronto's festival and event producers were asked to complete a comprehensive survey in August 2004 dealing with resources and issues in our local industry. The survey was distributed to 46 event organizers representing over 100 festivals and events. Twenty-seven surveys representing over 70 festivals and events were returned (57%). The goal of the survey was to present specific questions and concepts to determine what major areas or themes emerged as high priority issues. Three themes emerged: operational funding, marketing and the establishment of a festival alliance. Thirty-six event organizers met in late 2004 to review the priorities that emerged out of the survey issued by Toronto Special Events staff. (See Attachment No. 3)

The input from Toronto's festival and event industry directly shaped the recommendations that form the Event Enhancement Strategy. While Toronto has diverse and varied event properties, the City needs to embrace the industry and work with them to foster this valuable asset. At the meeting stakeholders explored the issues addressed in the survey more succinctly in order to aid in the development of the core recommendations of the strategy.

## Event Enhancement Strategy

Festivals and events celebrate and engender pride among residents and showcase our city to visitors. In their creation, production and execution comes great economic benefit to Toronto and its surrounding areas. The Event Enhancement Strategic Directions outlines how the City of Toronto can work more efficiently to support and sustain the festival and event industry. (See Attachment No. 1)

## Conclusions:

Festivals and events are essential to the vibrancy of a great city. They positively enhance the quality of life for residents, visitors and businesses. Annually produced festivals and events inject millions into Toronto.

The City of Toronto plays an important role in ensuring that Toronto supports and encourages festival and event production. By ensuring this industry is sustained, the City of Toronto is ensuring a positive enhancement to quality of life.

The Tourism Event Enhancement Strategic Directions provides the steps to sustain, promote and revitalize the Toronto festival and event industry to ensure its continued evolution. This strategy strives to achieve Toronto City Council's priorities of making Toronto a clean and beautiful city and improve the business climate.

Elements of the strategic directions embrace many other corporate initiatives adopted by Council: the Economic Development Strategy, Culture Plan and Tourism Action Plan.

The Event Enhancement Strategic Directions follows the recommendations made by the Ontario Ministry of Tourism and Recreation. This report encouraged the development of an integrated strategy to unite the provincial festival and event sector. Developing a cohesive festival and event strategy to unite and organize Toronto's festival and event sector is aligned with recommendations set out by the Provincial report.

The rise of city service fees, the lack of available and sustainable funding for event production, and the lack of marketing support contribute to the continued fragility of the event industry.

The City of Toronto employs an effective approach to event support and event production through Toronto Special Events. Toronto Special Events has implemented 5 year event enhancement strategies that are successfully meeting the needs of the tourism industry through unique packaging and partnerships. Elements of the strategy seek to empower this office with the ability to act on all event-related business and create a voice for the festival and event industry.

By collaborating with the festival and event industry and supporting the advancement of event production in the city, Toronto Special Events will strive to create more opportunities to Celebrate Toronto.

Contact:

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Sue Corke  
Deputy City Manager

List of Attachments:

- Attachment No. 1: Event Enhancement Strategic Directions
- Attachment No. 2: Overview of City Research
- Attachment No. 3: Summary of the Issues and Concerns facing Toronto's Festival and Event Industry
- Attachment No. 4: Report: Events and Impact of Costs Incurred by the Toronto Police Service

## **Event Enhancement Strategic Directions**

1. **Establish a one-stop shop for city services.** Streamline the event permit application process and provide organizers the information they require all at one time. Working with the respective departments in the City to facilitate the approval process for event proposals submitted by private event organizers.
2. **Facilitate the creation of a festival and event network.** The Toronto Festival and Event Network would promote co-operation, joint marketing initiatives, common research methodology, dissemination of information on financial assistance programs and the creation of a City-wide event calendar. Toronto Special Events will support the development of the network in its formative year.
3. **Create a Toronto event calendar.** This tool would help the City of Toronto review and determine peak periods and address the need periods. Need periods could then be attended to by the development of incentive and risk mitigation strategies to encourage new events to target the need periods.
4. **Promote and market Toronto's festival and events seasonally.** Develop and implement a collective umbrella campaign promoting Toronto's festival and event experiences. The campaign would be implemented by Toronto Special Events and be promoted across the City and out of market in collaboration with Tourism Toronto.
5. **Review and research various governmental classifications.** Review criteria to categorize festivals and events and determine the audience and purpose of those criteria.
6. **Review City of Toronto assistance programs for festivals and events.** Review existing programs and potentially create new programs that support new and growing festivals and events. Research support options including providing additional services and waiving of permit fees in lieu of funding. Festivals and events will be encouraged to acknowledge the City of Toronto's support by incorporating opportunities to profile and display Toronto's corporate brand. As well assistance recipients would provide consistent information for promotional purposes.
7. **Enhance and modify key events produced by Toronto Special Events.** Toronto Special Events continue reviewing key signature properties and implementing phases of a five year repositioning plan that focuses on building the events and their promotion to encourage more out-of-town visitors at need periods identified by the Tourism Industry.
8. **Review and clarify the mandate of the Toronto Special Events office.** Enhance the mandate of Toronto Special Events to manage event related business in the City of Toronto. This would include lobbying levels of government for festival and event support as well as creating managing festival and event network program activities.

9. **Develop opportunities for festivals and events to work more closely with Tourism Toronto.** The diversity of festivals and events produced in Toronto enriches the fabric of the city and entices conventions and tour groups. Tourism Toronto promotes festivals and events as part of ongoing marketing but many festivals and events need assistance to make their experiences export ready.
  
10. **Review of all City service fees related to event production.** Propose strategies to examine, clarify and possibly adjust fees where applicable. The Deputy City Manager will work with the Chief Financial Officer and other Divisions to explore options and to develop an implementation plan with associated costs prior to Council consideration of the 2006 budget process.

Overview of City Research

Attachment No. 2

**Canadian Contacts:**

City of Barrie  
Fred Andrews and Jane Cocking  
Events Office – Leisure, Transit & Works Department

City of Calgary, Alberta  
Teresa Bryne  
Special Events Co-ordinator

City of Halifax  
Andrew Cox  
Civic Events and Festivals Co-ordinator

City of London  
Wayne Morningstar  
Manager Special Events & Community Rentals

City of Mississauga  
Derek Allen  
Recreation Analyst

Montreal  
Allan Patel and Karen Gamesh  
Service du developpement culturel at de la qualite du milieu de vie  
Direction des activites culturelle  
Bureau des festivals and des evenements culturel

City of Ottawa  
Delores MacAdam-Cowel  
Manager, Special Events

City of Vancouver  
Muriel Honey  
Film and Special Events Office

City of Windsor  
Amanda Murray  
Special Events Assistant  
Leisure and Recreation Services

Quebec City  
Tiffany Holland  
Tourism Development and Events

**American City Contacts**

City of Boston, MAS

City of Chicago, IL  
Cheryl Hughs  
Director of Program Development  
Mayor's Office of Special Events

City of New Orleans, Louisiana  
Kristie Sanders, Director  
Mayor's Office of Community Affairs & Special Events

City of New York, NY  
David Kovall  
Marketing and Special Events, Parks and Recreation

City of San Diego, CA  
Caroline Wormser  
Office of Special Events  
City Manager's Office

City of San Francisco, CA  
Jocelyn Kane, Deputy Director  
Entertainment Commission  
Office of the Mayor

City of Seattle, Washington  
Virginia Swanson  
Seattle Special Events Co-ordinator  
Chair of Seattle Special Events Committee

Event Support

The majority of the cities contacted offered extensive support through event offices whose primary responsibility it is to manage permit applications and ensure event organizers complied with city by-laws. Cities including Barrie and London, Ontario as well as Vancouver BC, and Seattle work as a consultative body to assist festival producers in the planning and implementation of their proposed events. These city staff also operate as the sole point of contact for event organizers to apply for any and all permit applications pertaining to their event. Windsor, Halifax and Seattle have event-based task forces or teams which include representatives from various city departments. These teams meet to assess event proposals and determine if they are feasible concepts.

## City Grants and Funds for Festivals and Events

Montreal and Quebec City offer grants and funding as their primary event support service. They have specific categories and criteria to ascertain which receive funding. In Montreal alone there are close to 1200 events that take place annually – all organized by private producers. Examples include well recognized festivals such as the Montreal Just for Laughs festival, the Festival of Light, Jazz Festival and Film Festival. These events are produced by not-for-profit, private organizations. Smaller cities like Windsor, London and Barrie have funds that are available to event producers. In London, funds are limited to event organizers planning their events on City of London property. In Windsor, each councillor their own budget that they can use to offer support to events – however any funding needs council approval. The City of Calgary recently launched a new funding program, “The Council Strategic Initiate Fund” that is available to groups for one time events. This funding is managed through Calgary’s Arts and Culture division and Office of the Alderman.

## Event Marketing

Extensive marketing and promotion of festivals and events (whether produced by the City or privately) are not service priorities for most cities and their event offices. Event listings on web sites – everything from council meetings to festivals – were quite common whereas hard copy collateral production was limited to the City of Chicago and City of Barrie. Halifax and Montreal both indicated that their Destination Marketing Organizations – Destination Halifax and Tourisme Montreal – handled all marketing and promotion for the cities.

## Event Equipment and Public Space

Research indicated that equipment and use of public space was readily available to event organizers. Everything from barricades to parks were available for set fees. Staff cited cases where fees were waived for not-for-profit event organizers. In most cases, fee schedules, handbooks for event planning were easily available on the city’s web site or available via mail upon request.

## Summary of the Issues and Concerns facing Toronto's Festival and Event Industry

### Survey Participants

#### Organization

Parc Downsview Park Inc.  
Lakeshore Community Festival  
Toronto International Chamber Music Festival  
Harbourfront Centre  
Hispanic Fiesta  
First Night Toronto - A Celebration of the Arts  
SEDERI  
The Rotary Club of Etobicoke Toronto Ribfest  
Pride Week - Pride Toronto  
St. Lawrence Market BIA  
Afrofest Festival / Music Africa Inc.  
Inside Out Toronto Lesbian & Gay Film and Video Fe  
Nutcracker Neighbourhood  
Festival on Bloor - Miles Nadal Jewish CC  
Doors Open Toronto  
Taste of the Danforth, Taste of TED, etc.  
Muhtadi International Drumming Festival  
Caribana  
The Word on the Street  
Fringe of Toronto Theatre Festival  
Toronto International Film Festival Group  
Canadian National Exhibition  
Scotiabank Toronto Waterfront Marathon  
Toronto Outdoor Art Exhibit  
Hot Docs Canadian International Documentary Festiv  
Jayfest Arts Collective  
Bloor West Village Ukranian Festival  
Toronto Urban Music Festival Incorporated

#### Contact

Tony Genco  
Carl Porritt  
Edward Franko  
Natalie Lue  
Fernando Valladares  
Cheryl Thompson Regan  
Edward Nixon  
Ralph Chiodo  
Brandon Sawh  
Michael Comstock  
Nadine McNulty  
Scott Ferguson  
A.M. Seymour  
Suzanne Landriault  
Jane French  
Sue Graham-Nutter  
Muhtadi Thomas  
Renaë Roberts  
Trish McGrath  
Bridget MacIntosh  
Maxine Bailey  
David Bednar  
Alan Brookes  
Elke Town  
Chris McDonald  
Shairal Chandra  
Raya Shadursky  
Phil Vassell

### Meeting Participants

#### Name

Otimoi Oyemu  
Nadine McNulty  
Max Moore  
Lido Chilelli  
Rosie Cortese  
Pat Carpignano  
Halia Hrycyna  
Joice Guspie  
David Bednar  
Olagun Adeyinka  
Michelle Jones  
Renaë Roberts  
Virginia Ludy  
Zis Parras  
Catherine Molnar  
Suzanne Landriault  
Bridget MacIntosh

#### Festival or Org.

Afrofest Festival / Music Africa Inc.  
Afrofest Festival / Music Africa Inc.  
Arts City Festival  
Beaches International Jazz Festival  
Beaches International Jazz Festival  
Beaches International Jazz Festival  
Bloor West Village Ukranian Festival  
Cabbagetown BIA  
Canadian National Exhibition  
Caribana  
Caribana  
Caribana  
CNE Operations  
CNE Programs Manager  
Doors Open Toronto  
Festival on Bloor - Miles Nadal Jewish CC  
Fringe of Toronto Theatre Festival

Chuck McEwan	Fringe of Toronto Theatre Festival
Blair Francey	Fringe of Toronto Theatre Festival
Natalie Lue	Harbourfront Centre
Scott Ferguson	Inside Out Toronto Lesbian & Gay Film and Video Fe
Muhtadi Thomas	Muhtadi International Drumming Festival
Brandon Sawh	Pride Week - Pride Toronto
Frank Chester	Pride Week – Pride Toronto
Alan Brookes	Scotiabank Toronto Waterfront Marathon
Michael Comstock	St. Lawrence Market BIA
Jim Stone	Stonevents
Sue Graham-Nutter	Taste of the Danforth, Taste of TEDA, etc.
Trish McGrath	The Word on the Street
Walter Kornelson	Toronto Chamber Music Festival
Edward Franko	Toronto International Chamber Music Festival
Maxine Bailey	Toronto International Film Festival Group
Jay Glassman	Toronto Marathon
Phil Vassell	Toronto Urban Music Festival Incorporated

## Overview

- A one-stop shop for city services to be established making the event planning and permitting process more user-friendly and accessible.
- City of Toronto allocate funding to launch a festival and event promotional campaign in collaboration with Tourism Toronto.
- Meetings be co-ordinated by the City's Events Office with festival and event stakeholders.
- Review of Toronto's event calendar and discuss conflict periods and need periods.
- Review of City's current grants and recommend criteria and funding.
- Proposal to the Province to review funding options and formulas for Festivals and Events.
- Explore an umbrella alliance membership for all festivals and events with Tourism Toronto.
- Determine how the City's Events Office can support and enhance Toronto's Festival and Event industry.
- City's Events Office meet with other City Departments to review options to provide support to festivals and events.
- Event Enhancement Strategy Report to go to City Council in 2005.

## Summary of Major Concepts, Ideas and Issues

### Funding

- City Service Fees:
  - fees continue to rise and new charge-backs emerge regularly
  - no consistency in fees or delivery of city services
  - administration and organization of the permit application process is fractured since amalgamation – need a one-stop shop
  - review reduction or waiving of fees
- Grants and available funding:
  - funding must be sustainable
  - grants/funding for operations
  - marketing grants/funds must include production costs of marketing material
- Define criteria with different categories for major events and community events.
- The City needs to invest in festivals and events by supporting them with services, not necessarily through funding.

- Reduction or waiving of City Service fees could be the City's granting program.
- Finding the balance between sponsors and "selling out" your event in order to fund it.
- Festival and event industry continues to grow while funding decreases.

### Marketing

- Toronto needs to establish a marketing campaign for festivals and events.
- Toronto needs more event product.
- Marketing focused on targeted audiences.
- Local campaign and an out-of market campaign – perhaps with different offerings to cater to targeted audiences.
- Local marketing is as important if not more important than out-of-market promotions.
- Creating packages is not always feasible for some events – there needs to be an umbrella package of festivals and events.
- Accessing city marketing – brochures in Civic Centres, libraries, etc. Using city space on OMG bins, transit, etc.
- A large number of the participants agreed that the "Toronto You Belong Here" campaign in 2003 was the beginning of a promising campaign and is the type of promotion that the City of Toronto should continue to deliver – it was user-friendly and accessible.
  - Some concerns over how an event made the list – not all events were captured in the promotion.
- Festivals and events motivate travel.
- Tourism Toronto should waive membership fees as festivals and events are of value and are used to promote Toronto.

### Festival Alliance/Work Group

- A clear concise mandate.
- Needs to be managed so that meetings are productive – not just an opportunity to complain with no action.
- Determine issues that pertain to all in the industry – needs to rise above individual festival concerns.
- Review of Toronto's event calendar and discuss conflict periods and need periods.
- Educate and develop sector.
- City's Event Section to work with Toronto's festival and event industry to advocate for the industry and offer support to strengthen Toronto's festival and event products.

### Other Issues and Priorities

- Celebrate Toronto Street Festival – launch the summer season by profiling Toronto's festivals and events and determine date.

Report: Events and Impact of Costs Incurred by the Toronto Police Service

<b>Event Name</b>	<b>Details</b>	<b>Dates</b>	<b>Location(s)</b>	<b>Policing Costs</b>
Pride Week 2003	An annual week-long celebration culminating with the Pride Parade.	June 23-29 2003	Church Street Area	\$40,853.96 Parade Only
Celebrate Toronto Street Festival 2003	A 3-day festival at 5 sties along Yonge street including stages and thrill shows.	July 4-6	Yonge Street at Lawrence, Eglinton, St. Clair, Bloor and Dundas,	\$43,617.95
The Molson Indy	A 3-day race including pre-race events and festivities across the city. Tickets are required for race days.	July 11-13	Exhibition Place	\$19,470.00
Beaches International Jazz Festival	A week long celebration of jazz including a Streetfest.	July 19-27	Kew Gardens and Queen St. East between Woodbine and Beech Ave., The Distillery District	\$23, 282.52
Caribana	Two and half weeks of celebrations including various carnivals and parades. Culminates in a weekend of attractions the highlight being the annual Caribana parade.	July 18- August 4	Nathan Phillips Square, Yonge Dundas Square, Lamport Stadium. Historic Fort York, CNE Lakeshore Blvd, Olympic Island and other locations across the City.	\$530,405.00
Taste of the Danforth	A street festival celebrating the Greek spirit. Includes food vendors, stages and various other activities and shows.	August 8-10	Greektown on the Danforth	\$58,198.36
Canadian National Exhibition	An 18-day exhibition featuring various performers, fireworks, 500 attractions, 700 exhibitors and 65 rides as well as a 3-day Air Show. An admission fee is required.	August 15- September 1	Exhibition Place	\$102,767.94

<b>Event Name</b>	<b>Details</b>	<b>Dates</b>	<b>Location(s)</b>	<b>Policing Costs</b>
Toronto International Film Festival	A cinematic festival featuring international films and stars. Over 300 films in more than 50 languages. Tickets required.	September 4-13	Various Yorkville and Downtown theatres	Pay Duty Officers Only
The Word on the Street	Annual outdoor book and magazine festival is a one-day event that includes author readings, book signings, children's activities and musical entertainment.	September 28	Queen Street West between University and Spadina Avenues	Pay Duty Officers Only
Santa Claus Parade	A one day parade featuring floats, marching bands and other entertainment.	November 16	Begins at Bloor and Christie Streets. Travels east along Bloor, turning south at University then east along Queen to Bay, south to Front Street.	\$44,920.19

Purpose:

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