



Policy Title: Festival and Event Policy

Policy Number: CSPS032

Report Number: CPS2010-07

Approved by: Council

Effective Date: 2010 February 9

Business Unit: Calgary Recreation

BACKGROUND

The City of Calgary has a long history of hosting festivals and events in sport, culture and entertainment. Festivals and Events enhance the quality of life in Calgary and are an essential element in creating complete communities. These experiences are recognized to have significant value by citizens and visitors and are a vital ingredient in Calgary's on-going development as an active and creative city.

City service support to events and festivals is part of core business for The City of Calgary.

Events and festivals are integral to the implementation of many City initiatives.

This policy has been aligned with key City policies and priorities, including the Triple Bottom Line Policy, Fair Calgary principles, the Environmental Policy, the Civic Arts Policy, the Civic Sports Policy and the mandate of the Calgary Sport Tourism Authority.

PURPOSE

This policy will contribute to fostering increased vibrancy in Calgary. Through this policy, The City of Calgary is committed to supporting:

- an exciting and vibrant range of festivals and events;
- our diverse cultural character and celebrating our living heritage;
- the growth of volunteerism;
- the growth of tourism;
- the attraction of businesses and workers interested in active communities;
- safe communities.

This policy provides a foundation for the effective development, management and resource allocation of services throughout The City of Calgary by:

- articulating a clear definition of Festivals and Events supported by The City of Calgary;
- providing guiding principles that ensure consistent implementation of the policy across the corporation;
- clarifying funding strategies;
- outlining a management and approvals process for operations and services of events and festivals that involve two or more City business units;

- providing a transparent and open system for evaluating, bidding and hosting major events involving The City of Calgary.

Policy Statement

The Festival and Event Policy serves as the guiding document to direct the management, maintenance and growth of vibrant Festivals and Events that provide maximum benefit for The City and its citizens.

This policy and the supporting management and approvals process will apply to the following definition of a Festival or Event:

- a.) an organized gathering of people for primary purpose of supporting a community, cultural, recreational or sport experience within a limited period of time and available to the general public;
- b.) a parade of people, and or animals, and or vehicles which will travel in unison for the purpose of celebration;
- c.) a sport competition or recreational or cultural activity that is sanctioned by a recognized authority, such as City Council and/or its designated authority;
- d.) any such activity that would have a significant impact on public property, facilities and/or public safety;
- e.) any such activity that would involved the support and/or services of two or more Business Units of The City of Calgary.

Guiding Principles

The City of Calgary supports Festivals and Events through adherence to the following guiding principles:

Value

- The City of Calgary recognizes the contribution made by Festivals and Events to the quality of life and in building complete communities.

Open and Transparent Evaluation Process

- The City of Calgary will participate in an Event Advisory Committee to evaluate, assess, measure and recommend eligible events and festivals for subsidized City of Calgary support and services to ensure equitable and respectful decisions for all involved parties.

Community Input and Engagement

- Membership of the Event Advisory Committee will consist of representatives from the Calgary Sports Council, Calgary Sport Tourism Authority, Federation of Calgary Business Improvement Zones, Tourism Calgary, Calgary Arts Development Authority, Calgary Economic Development and Administration.

Responsibility

- The City of Calgary will assume the responsibility for providing safe and as it determines, appropriate services, equipment, facilities and sites and will negotiate a Service Standard Agreement with each eligible event or festival to articulate the level of City services required to support these activities based on a technical review of all Festivals and Events by the Interdepartmental Event team on applications approved by the Event Advisory Committee.

Sustainability

- The City of Calgary, in collaboration with community partners, will develop, and be involved in implementing and updating a bi-annual community-wide strategic and business plan for the evolution and growth of Festivals and Events.

Accessibility

- Festival and Event opportunities will be accessible to all Calgarians regardless of their geographic location, affiliation and demographics.

Diversity of Opportunities

- Festivals and Events will be eligible to receive support and services whether they are local, international, new, emerging or established.

PROCEDURES AND RESPONSIBILITIES

Fee Schedule for Festivals and Events

The City of Calgary will develop a fee schedule specifically for festivals and events:

- identify transactional service costs
- establish rates for direct labour and material costs

Every attempt will be made to align this fee schedule with any policy for user fees as determined by The City of Calgary.

“Subsidy” or “subsidized support” as set out in this Policy means Council’s approved funding for festivals and events of transactional and hard costs for services from The City of Calgary. The subsidy program will be based on Council approved budget.

Festival and Event organizations that are recommended for subsidized support and services by the Event Advisory Committee and approved by The City of Calgary will not be charged these fees.

Festival and Event organizations that are not recommended for subsidized support and services by the Event Advisory Committee and approved by The City of Calgary will be charged all applicable fees.

Business Units that provide support and services to Festivals and Events will be encouraged to reschedule staff, wherever possible, to eliminate overtime to reduce costs. Costs that must be incurred to support Festivals and Events will be identified as eligible for internal recoveries from Calgary Recreation on an annual basis with a detailed submission of schedules. Transactional service costs (e.g. permits, licenses, inspections, foregone revenue) will be waived and are ineligible for internal recoveries.

Subsidy

An Event Advisory Committee will evaluate, assess, measure and recommend eligible festivals and events, which are not under evaluation by the Calgary Sport Tourism Authority, for subsidized City of Calgary support and services (rates as defined in the Eligible Events and festivals Fee Schedule described above) based on an Event Impact Model (Schedule 1).

Service Standard Agreement

Business Units involved in providing support and services will participate on an Interdepartmental Event Team (IET) for technical and tactical reviews of each Festival and Event application. Membership on this IET also includes Calgary Police Services, Alberta Health Services and Alberta Government Liquor Commission. Other external organizations may be brought to the IET for technical and tactical reviews, as necessary.

Based on these reviews, a Service Standard Agreement will be negotiated with each Festival and Event organization summarizing all support and services provided by The City of Calgary.

MANAGEMENT FRAMEWORK

Administration is responsible for developing a management framework that will contribute to the overall direction and priorities determined by Council and act as a blueprint for the implementation and administration of the Festivals and Events Policy.

The management framework will clearly outline the subsidy mechanism, administrative processes and procedures, roles and responsibilities, lines of communication, accountability, defined outcomes and an appeals process (Schedule 2).

The management framework will continue to evolve over time as practises, standards, administrative processes and outcome measures are developed and evaluated.

Event Advisory Committee

An advisory committee to Administration, it is responsible for the oversight of an annual open and transparent process to evaluate, assess and measure event and festival applications, and recommend eligible Festivals and Events for subsidized The City of Calgary support and services.

In addition, the Event Advisory Committee will solicit two (2) Citizens at Large to join the Committee for a two year term.

Event Steering Committee

A committee of Administration, led by the Director of Calgary Recreation, with representation by the Directors, or designates, of the main Business Units involved in providing services and support to Festivals and Events. It is responsible for the oversight and implementation of this policy throughout The City of Calgary.

Interdepartmental Event Team

A committee of Administration, led by Calgary Recreation and its designated Division, will have representation by the technical staff of the main Business Units involved in providing services and support to Festivals and Events, including Calgary Police Services. It is responsible for providing a technical review of all Event and Festival event applications, as submitted via the Event Advisory Committee, to determine the type and level of services and support required for each Festival and Event, and providing schedules of those services for incorporation into the Service Standard Agreement

Calgary Recreation

The Business Unit with the authority for implementation and execution of all elements of the policy.

Appeals Committee

An Appeals Committee will be formed, as required, and will consist of two representatives of the Event Advisory Committee and two representatives of the Event Steering Committee, of which one representative will be the Director of Calgary Recreation. Representatives from the Business Units that may be involved in an appeal will be invited to participate in the process as non-voting members. The decisions of this committee will be deemed final.

Calgary Sport Tourism Authority

The Calgary Sport Tourism Authority has a mandate from City Council to actively win and attract major sporting events that benefit tourism, sport, economic development and community vitality. The organization instills a high level of professionalism and due diligence in the evaluation, investment and bidding process of major sport events for The City of Calgary. The Calgary Sport Tourism Authority is recognized as such within the context of this Policy.

Statement of Cooperation on Bid Opportunities

The Event Advisory Committee and the Calgary Sport Tourism Authority will share information relating to hosting and/or bidding on all event opportunities during the bid process to ensure alignment of resources, integrate calendars and alignment with any other plans and policies.

The Event Advisory Committee, the Calgary Sport Tourism Authority, City Council and Administration will avoid duplication of efforts and will make every attempt to align festival and event bids.

Schedule 1 - Festival and Event Impact

Schedule 2 – Festival and Event Management Framework

AMENDMENTS

Effective 2016 February 01 Recreation became Calgary Recreation



Festival and Event Impact Model

Inputs	Outputs	Outcomes – Benefits and Impact
<p>1. HUMAN RESOURCES</p> <ul style="list-style-type: none"> • Number of full-time equivalent (FTE) artistic, athletic, exhibition, production, programming and technical staff • Number of full-time equivalent administrative and other staff • Diversity in employees (age, sex, ethnicity) • Professional expertise and capacity of event organizer • Number of volunteers and nature of volunteer positions <p>2. FINANCIAL RESOURCES</p> <ul style="list-style-type: none"> • Financial support from various private and public sources • Parent organization contribution <p>3. ORGANIZATIONAL RESOURCES / CAPACITY</p> <ul style="list-style-type: none"> • Event history and reputation • Operational and risk assessment plans • Combination of enlightened vision, a strong creative process, effective leadership and management, astute communication and marketing, and 'risk-taking' impulses • Outreach policy and strategy • Not-for-profit, commercial or civic event <p>4. INFRASTRUCTURE RESOURCES</p> <ul style="list-style-type: none"> • Arts and recreation facilities • City-owned land/venue • Parking availability • Public transportation access <p>5. POLITICAL CAPITAL</p> <ul style="list-style-type: none"> • Understanding and backing from political leadership • Support of City corporation 	<p>1. PUBLIC/SOCIAL</p> <ul style="list-style-type: none"> • New and increased learning, participation and recreational opportunities for students, differing physical abilities, ethnocultural groups, seniors, street-involved youth, etc. • Opportunities for families and neighbours to communicate and congregate in new and interesting social configurations • Activities of Canadian tradition • Overall guest experiences; satisfaction of audience/users and reaction from informed critics and opinion-formers • Links between the local with international contexts, as well as activities involving discovery, risk, invention and imagination • Consistent international quality that sustains brand value • Continually innovating program <p>2. COMMUNITY/CIVIC</p> <ul style="list-style-type: none"> • Showcase of city's diversity • Promotional opportunities for businesses and organizations • Range of unique arts, cultural and sporting activities <p>3. ECONOMIC</p> <ul style="list-style-type: none"> • Dollars spent in community by event producer and by attendees and staff hired • Purchase of recordings, artwork, gear and other products from local vendors • Admission discounts for children, students, seniors, low income, etc. • Admission from subscriptions, single ticket sales • Merchandise sales, commissions, sold services 	<p>1. Provide opportunities for Calgarians as participants and spectators in creative, recreational and athletic activity, resulting in:</p> <ul style="list-style-type: none"> • Personal development • Health and well-being • Social belonging • Learning and education • Enjoyment, entertainment and diversion • Increased % who think art and sport play a major role in their lives • Increased % who think their community is a good place to produce and pursue arts, cultural and sporting activities <p>2. Create community cohesion and support community development by:</p> <ul style="list-style-type: none"> • Developing civic pride • Fostering a sense of collective cultural/civic identity and generating positive community image • Increase in civility and comfort with strangers • Receiving community legacy benefits from hosting major events • Reducing incidence of crime and other social problems <p>3. See positive effects on and results from tourism such as:</p> <ul style="list-style-type: none"> • Increased employment in accommodation, restaurant, recreation and retail sectors • Increased number of hotel rooms booked • Increased length of stay • Positive shift in perception of the Calgary brand • Increased % of visitors who view Calgary as a cultural, sport or recreation destination • Events compelling decisions to visit Calgary
		<p>4. Enhance city's economic well-being through:</p> <ul style="list-style-type: none"> • Increased city prestige and profile • Strengthened place brand • Improved business performance due to engagement with arts and sports • Increased attractiveness of the city to knowledge workers and top talent • Setting new standards of innovation and development • Generating strong exports, including athletes, artists, touring productions • Number of jobs created and dollar value of wages and salaries • Amount contributed to the city's and province's GDP • Amount generated in taxes for all levels of government • The value of volunteer time measured at market wages • Reduced health care costs • Induced value when Calgarians spend their leisure time in the city <p>5. Build civic and organizational capacity by:</p> <ul style="list-style-type: none"> • Increasing ability to host and produce major events, increasing reputation and leading in part to national sponsor and additional event interest • Increasing collaborations

Positive Feedback Loop



Schedule 2 Festival or Event Management Framework

