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HRM Event Strategy

June 9, 2009

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*HRM is FUN, CREATIVE and ENERGETIC
with a diverse calendar of signature & complimentary events
that promote the vibrant, active, and dynamic interests of the citizens.*

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Part 1 Introduction

Culture, as exemplified in HRM's events calendar, is central to the quality of life in the area. Cultural activity offers creative expression and entertainment to residents, while acting as a magnet for visitors and inward investment. A vibrant cultural life is as essential for the maintenance of a thriving and successful regional centre as it is for the various communities that make up the Municipality as a whole. Successful events reflect and refresh the culture of the region, province and country by supporting and introducing new ideas, practices and practitioners.

Summer events “*give a continental feel to the city*” in that they make it an attractive place to live and work. Events produce a real benefit to the cultural life of the Municipality through their introduction of international artists, new ideas into the local and national mix, and exposing some of the best of local and Canadian artists. They offer residents opportunities for self-expression, new experiences and common activities. Participatory and locally based arts help develop individuals of all ages and communities. Large-scale professionally based events provide a complementary range of artistic experience and exposure.

The cultural impact of events goes beyond the geography of HRM. Visitors are attracted from all over Nova Scotia, Canada, the United States and farther. Through the showcasing of national artists, traditions, innovations, ideas, the bringing of international artists to HRM and the affiliated education programs, events play a powerful and developmental role in contemporary Nova Scotian culture.

In 2008, Regional Council commissioned a study to help shape a major event hosting strategy. The study provides background, best practice research and analysis and recommendations around what events Halifax may want to pursue in addition to information on a governance model and bidding. This study identified two dominant styles of events; 1) community & cultural events and 2) major & sporting events. Community and cultural events are generally developed within the region with characteristics unique to the citizens and can grow to be a large-scale or ‘signature’ event. Major and sporting events involve a bidding process, activity specific infrastructure and may change geographic location regularly.

This strategy is designed to aid HRM in realizing the importance of developing and hosting events, recognizing the benefits from these events outpace any short-term inconveniences. The intention is to provide HRM with a unified internal approach, through which HRM can minimize perceived public disruption while supporting such events that increase the municipality's cultural, economic, sport and historic qualities in line with the HRM strategic priorities and Council Focus Areas. This document presents a proposal for change, identifying primary goals and objectives and a practical method of approach.

1.1 Definitions

For the purpose of this document, the following definitions will be used:

- a) **Festivals:** Nonprofit events held for the community and social benefit of HRM's residents with a defined start and finish spread over multiple days in a short period of time. They predominately are outdoors and actively programmed around a central format or theme. They are publicized regionally, tend to originate in HRM and encompass a broad definition of culture, including music and other performances, crafts, cuisine, or other cultural expressions of the community. The primary focus is not educational, political, health, fund-raising, competition, reception, dinner, educational speaker series or conference, among others.
- b) **Celebrations:** Nonprofit one-day events with a significant cultural component actively programmed around a theme, anniversary or companion activity held for the community and social benefit of HRM's residents. They predominately are outdoors, are organized by the same nonprofit society if repeating, are publicized regionally and tend to originate in HRM. They encompass a broad definition of culture, including music and other performances, crafts, cuisine, or other cultural expressions of the community. The primary focus is not educational, political, health, fund-raising, competition, reception, dinner, educational speaker series or conference, among others.
- c) **Signature Events:** Events that build citizens' sense of community, enhance cultural and environmental heritage, highlight the unique sense of identity, support diversity and attract visitors. Signature events are recognized by their raw explosive nature, generating cultural fusions, fostering creativity and innovation, highlighting unique qualities of the area including heritage and/or geography and building a sense of place and involvement to create a positively unforgettable experience. Their primary driver is celebrating HRM's identity, local talent, and realising social and cultural benefits.
- d) **Hallmark Events:** Recurring events that is compelling to a major market, involve high expenditure potential, and possess such significance in terms of tradition, attractiveness, image, or publicity that they provide HRM with a competitive advantage. These events are associated with the region's identity, help raise its profile globally, and position it as a place to invest. Over time, the event and destination can become inseparable in terms of their image. Such events also have a high potential for international exposure and the ability to encourage multi day visits.

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- e) **Major Tourism Events:** One-time, large-scale events possessing such significance that it provides the host community with a competitive sector advantage, is compelling to a major market and has high expenditure potential. Such events require a bid component associated with them where, in meeting certain criteria, an association or organization has a perceived equal opportunity of winning the bid to host the event in comparison to another association or organization in a different geographic location. They may involve funding from the three levels of government, local organizing committee and a large volunteer base. These events yield extraordinarily high levels of tourism, encourage multi day visits, media coverage, prestige, and/or economic impact for HRM. Such events may be distinguished by their focus on international participation and visitation, level of public funding, infrastructure development and/or legacy development. To be considered a true tourism event, a material share of total participation must come from overnight tourists/visitors.

- f) **Major Sporting Events:** Large, compelling, major market events with high expenditure potential. Such events also have a high potential for national and international exposure and the ability to encourage multi day visits. To be considered a true sporting event, a material share of total participation must come from overnight tourists/visitors. Such events require a bid component associated with them where, in meeting certain criteria, an association or organization has a perceived equal opportunity of winning the bid to host the event in comparison to another association or organization.

Part 2 HRM's Context

HRM has proven time and again that it can develop and host exciting events. In consideration of a strategy for the next ten years, it's important to understand the context: specifically areas of strength, weakness, opportunities and threats. *Appendix A* provides the finds of an assessment of HRM. Overall the findings of the analysis suggest HRM has a number of strengths and opportunities to build upon. Clearly, the weaknesses and threats will need to be addressed if ever to move forward. The following section provides a summary on the various factors that contribute to HRM's success.

2.1 Events Calendar

HRM has a diverse range of annual Events, listed in *Appendix B*. These include Arts and Culture events that are largely music-based summer festivals and concerts. Community events may be based on celebrating heritage or building a sense of community within the area. A limited number of events focus on local food production industry such as the wineries and fisheries, significant economic and cultural contributors to the Municipality.

Sporting events tend to incorporate a heritage theme, such as the Halifax Highland Games and Scottish Festival. Additionally, a selection of events unique to Halifax's heritage (e.g. the International Tattoo, Maritime Fall Fair, Halifax Explosion).

The majority of events are outdoor summer occurrences. The downtown areas dominate the overall location of events with few rural events. The current range of events for winter months are Holiday focussed celebrations with a small selection of indoors carnivals and festivals.

a) Event Gaps:

Gaps in HRM's event calendar are evident during January and March with slow periods between May through June and October through December. Of the 'gap' periods identified some are unattractive in practice for event hosting due to a variety of reasons:

- The period following New Years is likely to be slow as the community experiences a collective "event hangover" following the winter holidays ("*you can only party for so long*").
- March Break and Spring Break for schools are scheduled at varying times, and in combination with the Spring holidays, create a difficulty in scheduling a large festival and event around this time. Families and university students frequently leave the Municipality on vacations, limiting funds and energies during that period.
- April through June presents a number of challenges through the education schedule. Many university students (April and May) and youth (May and June) are wrapping up classes and writing exams during this time. Families may be looking ahead to summer vacation over present event activities. These months are home to

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a collection of arts and cultural and community events that while they do not make significant impact on the city's visitor economy, certainly hold a social value with the potential to be built upon.

- In the period immediately following the summer festivals (September and early October), the municipality is recovering from the hyper-activity of the July and August. At this time many year-round cultural providers are launching their new season. Many of these providers experience a moratorium on ticket sales coinciding with the summer events. The 'gap' in events can help to benefit the economics of cultural providers.

Events should not be facilitated on a continuous basis throughout the year or they risk having a negative impact on the economics and sustainability of the sector and community as a whole. Rather events need to be supplemented during large gaps. In fact gaps in scheduling allow year-round arts providers to promote their own activities without direct competition to events. These gaps also allow the audience base "time to rest" between festivals, for municipal services and maintenance to occur and facilitate resource time for staff to program and plan future events. Too many events, occurring too frequently, risk overwhelming the community, propagating the message that an event is not "unique" or special as there is another immediately following, and reducing event quality due to the reduced resource time for planning, site maintenance and development.

The possibility of moving events to calendar 'gap' periods presents its own challenges. The success of events is largely determinant on the period in which the event is held and the scheduling may be dependant on other factors. Maritime winters tend to be wet and cold, filled with unpredictable snowstorms, hindering potential participants in venturing out to events and the ability to host outdoor publicly accessible events.

The potential loss of participants associated with moving an event demands increased financial support in return. Such a decision requires a full cost/benefit analysis of economic, tourism, and social impacts. Additionally, HRM citizens often view the activities in summer, created by frequent events as a "thing to look forward to after the dark and dreary days of winter." Moving these events to other times in the year risks weakening the summer buzz.

The quiet period of January through May is critical for the pre-event planning necessary for the busy summer season and events programming. There is potential for the development of new events for the Fall.

2.2 Direct Delivery Events

The Civic Events division has existed since amalgamation to deliver events and festivals. The division directly organizes and implements certain events, and works with community partners, volunteer groups, and corporate sponsors to deliver others. With HRM's limited financial and staff resources the division's role has grown to focus on primarily assisting communities in

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facilitating and financing events on their own. Moreover, the division's role is to act as facilitator and consultant, not an organizer. Staff informs organizers on grant opportunities, provides event expertise, and risk management considerations.

Civic Events are special events originating in HRM and held for the benefit of HRM's residents, and that HRM, on its own or in partnership with other organizations, has initiated and/or has a significant role in organizing. These include:

- Bedford Days (June, July 1)
- Halifax-Dartmouth Canada Day (July 1)
- Alexander Keith's Natal Day Festival (August)
- HRM Christmas Tree Lighting (November)
- Chanukah Celebration and Menorah Lighting (December)
- "A" New Year's Eve Show (December)

2.3 Special Events Task Force

In 1996 Regional Council approved the formation of the Special Events Task Force (SETF) to provide assistance to special events organizers. SETF membership includes Community Development, Regional Police Services, Traffic Services, Real Property & Asset Management, Transportation & Public Works, Facility Bookings, Fire and Emergency Services, Risk & Insurance Services, Metro Transit, Capital District, Solid Waste Resources, The Mayor's Office, SOCAN, Emergency Health Services, NS Department of Agriculture, NS Chief Electrical Inspector, Halifax - Dartmouth Bridge Commission, HRM Finance, Parks Canada, Capital Health, and the RCMP. New events that require complex municipal services and logistics are required to complete an application and if deemed necessary present to SETF. The terms of reference list the SETF's purpose as:

- To review potential special events based on a set of accepted criteria, assess the risk for the corporation and make recommendations to staff and council on the feasibility and potential success of new special events.
- To act as an advisory body to existing and new special event organizers in the areas of municipal services, property and regulations.
- To provide special event organizers with a mechanism for acquiring financial information concerning municipal services.
- To act as an expert forum on the development of long term planning and policy as it pertains to special events within the Halifax Regional Municipality.

2.4 Hotel Tax Levy

The Hotel Marketing Levy is a hotel sales tax with a percentage tax on the daily room rental fee charged in accommodations with more than 20 rooms available for rent. On April 1, 2002, Halifax Regional Municipality's Marketing Levy came into effect and the tax rate established at 1.5% of the daily room rental fee. In 2002, two-thirds of the Marketing Levy was allocated to Hotel Association of Nova Scotia/Destination Halifax while one third was provided to HRM to

fund HRM's Special Events Reserve. Destination Halifax uses its portion to plan, coordinate and deliver sales and marketing strategies necessary to drive leisure and business tourism into HRM.

In 2005, Council increased the levy to 2%, which is the maximum allowable rate under the Municipal Governance Act. In order to increase HRM's capacity to fund special tourism events, without compromising the ability to fund civic and community events, funding of the Marketing Levy Special Events Reserve was increased from one-third to 40% in 2007.

Based on a Council approved Business Case and Guidelines, the Marketing Levy Special Events Reserve provides financial assistance for hosting national or international cultural, sports and heritage events. Preference is given to events and activities which are free or low cost for the public to attend, cost-shared with other government partners, occur between November 1 and April 30, and have broad public appeal and community interest.

In addition to twinnings, memorials, commemoratives, receptions and other special functions are eligible to apply for funding. Eligible expenses also include the provision and maintenance of HRM infrastructure for special events. On average, approximately one million dollars is generated for the Marketing Levy Special Events Reserve.

2.5 Civic Events Policy and Granting Framework

The 2007 Council approved a Civic Events Policy and Granting Framework which identifies key organizing principles that underpin HRM's approach to events. The policy defines the core mandate of the program and provides a funding framework.

The role of festivals and celebrations in HRM is not only to provide entertainment for residents and visitors, but also to contribute to a sense of community, to build bridges between diverse populations and to give them an opportunity to gather in celebration of the history and diversity of the Municipality. HRM has introduced programs and focused resources on developing and supporting festivals and special events throughout the Municipality, recognizing their potential for enriching the quality of life for residents, generating economic activity, and showcasing HRM. While it is not possible to support all events, the Civic Events Granting Framework is intended to focus HRM's effort on those that best satisfy the following goals:

- To enrich the quality of life for residents and to enhance the experience of visitors.
- To provide a variety of quality activities accessible to people of all ages and walks of life.
- To contribute to community development through events celebrating HRM's heritage, culture and diversity and sense of community.
- To contribute to economic development by raising HRM's profile as a tourist destination, and a place in which to invest.
- To support distinctive events.
- To foster positive community relations in HRM through events and festivals that facilitate positive interaction between citizens, staff, politicians and communities.

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Within the Framework, granting programs are designed around one of the two following outcomes. Under each outcome, different grant programs exist.

- Community Development
- Tourism and Economic Development

a) Community Development:

The *Festivals and Events Grants Program*, which is \$25,000 in annual programming, geared to community nonprofit organizations.

The *Summer Festival Grant's* is \$50,000 in total, awarded annually to community events geographically located within the former Halifax County Municipal boundaries.

The *Annual Event Grant* amounts to approximately \$510,000 (2007 value) and is used to finance large scale events.

Commemoration Grants include funding of major civic celebrations through the Special Events Reserve where the significance of the celebration may exceed the capacity of any one year's operating budget allocation.

b) Tourism and Economic Development

Non-Annual Major Event Hosting Program: Major events are funded through the Marketing Levy Special Events Reserve. The Special Events Reserve focuses on supporting *national or international culture, sport and heritage events that do not occur annually*, and are free or low-cost to the public. It is funded by a Hotel Marketing Levy. On average, more than \$700,000 is generated annually for the Special Events Reserve.

Hallmark Events: Hallmark events annually receive funding without a re-application process unlike the Festival and Events and Summer Festival Grant's program. All Hallmark Events must submit final reports for reviews and those receiving more than \$5,000 must present to SEAC in advance of receiving the year's funding allocation. These events are funded through the Special Events Reserve and funding levels are subject to SEAC and Council approval.

Partnership Hosting Program: a partnership hosting program has been funded by HRM for several years to facilitate exchanges between HRM and other communities, endorsed by Council to advance common economic, cultural and social development goals and objectives. This program is valued at up to \$10,000 per annum.

Common Concerts Program: provides funding for up to three concerts per season on

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the Common (up to \$150,000 maximum per concert). This funding is not provided in the form of a direct grant. It is used to offset the extraneous costs associated with staging a concert on the Common that do not otherwise exist for large outdoor concert venues. This program was designed to ensure HRM remains competitive. This program is supported by the Special Events Market Levy (Hotel Tax) and to date the maximum grants have not been utilized. This program is valued at up to \$450,000 per annum

Event Infrastructure Program: A program designed to support existing and new event infrastructure including maintenance, upgrades, and development of an HRM owned and operated event infrastructure and sites. This program is valued up to \$50,000 annually, with the exception of years where a major infrastructure project is identified.

There is a large jump in event size and capacity from Festival and Events Grants Program to the Annual and/or Hallmark Grants. There is little room for growth within the Events Grants Program to develop an event to the status needed to become a Hallmark event.

The Event Sector has expressed desire for a clear and accessible funding and support scheme from HRM. Many feel they are being made to run in circles by not knowing who is the correct contact to resolve an issue or what resources HRM has to offer, tangible and intangible. This issue is present between community event organizers and those placing major bids. Grant opportunities and the required permits for event hosting should be clearly communicated and readily accessibly to the public. The process needs to be simple and direct.

2.6 Special Events Advisory Committee

Recommendation for the formation of a Special Events Advisory Committee was put forward and acted upon in March 2007. The Committee is mandated to review, evaluate and make recommendations to Regional Council regarding the annual Special Event Reserve, Festivals & Events Grants and the Summer Festival Grants with the support from staff of the Community Relations and Events Division of the Community Development Department.

Pursuant to the HRM Civic Events Policy and Granting Framework, members of SEAC evaluate applications for the Special Event Reserve, Events Grants and the Summer Festival Grants use an operational framework for events designed around “community development” versus “economic and tourism development” outcomes. Under “community development outcomes” (Festivals & Events Grants and the Summer Festival Grants) the strategic focus is on festivals, community celebrations and civic events and under “tourism and economic development outcomes” (Special Events Reserve) the focus is on commercial, tourism, sporting and significant celebrations The Committee includes representation from Destination Halifax, the Hotel Association of Nova Scotia, the Chamber of Commerce, Greater Halifax Partnership, the Cultural Advisory Committee, citizens at large and councillors.

2.7 Professional Events Industry

Within the Municipality there are many key external players involved in the continued success of

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the events sector. HRM frequently partners with Events Halifax, Destination Halifax, Waterfront Development Corporation Ltd. and the Trade Centre Ltd. along with other groups to coordinate and facilitate successful major events.

Events Halifax (Eh!) was created in 1998 to help organizations in Halifax and Nova Scotia grow the sport tourism industry in this province. They have been instrumental in securing many large events for Halifax as well as working on bids to host many other events.

Destination Halifax is the tourism marketing organization of the Halifax Regional Municipality, created in April 2002 by a merger of the Greater Halifax Conventions & Meetings Bureau and the tourism marketing arm of the Halifax Regional Municipality Tourism, Culture & Heritage Department. It is a partnership of the Hotel Association of Nova Scotia, the Provincial Department of Tourism, the Halifax Regional Municipality, and the World Trade and Convention Centre. Funded by the hotel marketing levy and the tourism industry at large, this organization works to increase business and leisure tourism activities in the Municipality and promote the HRM as a year-round destination of choice for business and leisure travellers.

Waterfront Development Corporation Ltd. is a provincial Crown Corporation, established in 1976 with the mandate to champion provincial interest for lands and waterlots owned by the Corporation around Halifax Harbour and Bedford Basin. It has been actively involved in an overall planning strategy for the waterfronts of Halifax Harbour, encouraging a vibrant and diverse waterfront environment as integral to the overall quality of life and the economic development of the Province of Nova Scotia and the capital region. WDCL has worked with various government organizations, including Halifax Regional Municipality, the Province of Nova Scotia, the Halifax Port Authority and the former cities of Bedford and Dartmouth to move forward with an overall vision the area.

Additionally, there are numerous companies that provide essential support to the actual running of the event. Professional technical and staging companies as Tour Tech and Advanced Systems provide infrastructural resources while Source Security and Reliant Security often contribute to the controlled and secure atmosphere at events. Existing partnerships should be nurtured and developed with new partnership opportunities identified and developed.

2.8 Cultural Sector

HRM has a wealth of cultural resources. There are municipal and community owned cultural facilities, municipal and community cultural programs, and many arts, culture and heritage organizations whose mandates range from recreational pursuits to professional careers. The activities generated by these organizations create community vitality, enhance the local economy, and provide a rich environment for residents and visitors.

The large arts community includes artists producing, performing and exhibiting in a wide variety of media and venues. Their skills are acknowledged through the awards they receive and the audiences that support them. In turn, these successes draw new artists to the community.

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As the largest metropolitan centre in Atlantic Canada, HRM is a magnet for artists searching for a large audience and the opportunity to engage with other creative people. HRM has a growing number of arts venues that encourage artists to produce and present their works.

The economic spinoffs of culture's creative products are evident in tourism activity, entertainment, local employment, the cultural industry, and the attraction of major employers and new residents seeking a community with cultural vitality. The arts and culture sector makes HRM a destination for visitors, significantly contributing to the tourism sector, due to the numerous attractions, festivals, heritage sites, performing arts, visual arts studios, live music, and a host of other arts and culture attractions. The combined direct and indirect GDP impact of the culture sector for HRM in 2003 was estimated to be \$780 million (in 1997 dollars) and the total direct and indirect employment impacts were 14,250 persons employed in the culture sector occupations for that year (as recorded in the 2005 Pinfold Economic Report).

From performing and visual artists to museums and spaces, HRM's cultural sector is vibrant, diverse and contributes to the pride of residence for its citizen, an overall positive attitude toward life and to a sense of openness and tolerance.

While the Civic Events Policy and Framework does not specifically define culture, it recognizes the inherent value and integration of culture and heritage in all events. HRM's Cultural Plan defines the importance of cultural development, and the importance of events as a meaning for community cultural development. The Policy gap can be addressed by revising the policy to better define cultural events that are in alignment with the Cultural Plan. Consideration should be given to a range of cultural events categories, including presentations.

While Civic Events staff has a broad range of knowledge on events and event hosting, they recognize their understanding of cultural events and ability to determine professional merit and value of a cultural event are limited. Cultural Affairs, within Community Development, has the working knowledge needed to review cultural event applications for funding.

2.9 Volunteers

The ongoing success of events within HRM is largely supported by the Municipality's active voluntary sector. Volunteers contribute their time, energy and passion to a number of support activities including organizing or supervising events, serving as a board or committee member, and performing consulting, executive, office or administrative work. There were an estimated 10,950 volunteers in HRM in 2004, accounting for 1.64 million volunteer hours.

Volunteers come from a range of backgrounds, providing a diverse practical experience to draw on during event coordination. HRM's volunteers act as event advocates, and directly participate in the smooth execution of events through time on site ranging from manning areas to performing on stage.

HRM is experiencing difficulties similar to other communities in the recruitment and retention of

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new volunteers. Recruitment and retention are particularly difficult in the younger demographic, and HRM is particularly challenged due to its aging volunteer base who no longer can commit to such efforts. Since volunteering is essential to Community Development, prolonged and ongoing decline in volunteers will place stress on the operations and capacity of community organizations. Moreover, this will have a direct impact on HRM, which has built a system of community organizations to manage and deliver services on our behalf (ie. facilities, recreation, heritage, etc.). While HRM has a volunteer services program involving training, recognition and awards, and recently has launched a social marketing campaign to encourage more active volunteering and participation (Good Neighbours Great Neighbourhoods), HRM's ability to retain and attract new skilled volunteers will continue to be an issue for the foreseeable future.

2.10 Venues

HRM is home to much event infrastructure. *Appendix C* includes a list of event infrastructure within the Municipality and the details there of. Many events are outgrowing their venues while the venues themselves becoming outdated through technological advances and natural building deterioration. Buildings as the Halifax Metro Centre and World Trade and Convention Centre have been successful in past event hosting, it is important to recognize trend advances that have occurred since the construction of these spaces. HRM is in competition with larger cities, such as Toronto and Montreal, who frequently offer more opportunity in infrastructure choice and supports. In these large cities and even those smaller as Moncton, a supported move toward “load and go” infrastructure development is becoming apparent, allowing an event to come onto the venue without a great amount of expense being spent on regular-use infrastructure resources such as electricity or washrooms. The challenge of such a space is bridging the line between making it inclusive for a wide range of events without it becoming so over encompassing that it no longer meets basic needs. While HRM’s event infrastructure is critical to the success of the sector and as such needs to be financially supported for maintenance and improvements.

Part 3 The Strategy

The Event Strategy represents a municipal wide approach to events development that incorporates a range of actions to be implemented over the next several years that will not only maintain and develop events, but will improve our engagement with the stakeholders delivering and hosting events. While Council provides leadership to this Strategy, its ultimate success will come from all stakeholders – event organizers, service providers, venue operators, businesses, and citizens participating in the development of an active and vibrant region.

3.1 The Vision and Guiding Principles

Regional Council is only one of a number of players responsible for the future of HRM's events program. The approach to event development is directed by the following vision and accompanying statements which will guide all decisions and policy directions.

*HRM is FUN, CREATIVE and ENERGETIC
with a diverse calendar of signature & complimentary events
that promote the vibrant, active, and dynamic interests of the citizens.*

- Principle one:** Events nourish citizens and excite visitors.
- Principle two:** Citizens value and demand high-quality, diverse event experiences.
- Principle three:** HRM values existing recurring events.
- Principle four:** HRM supports local, original ideas and events that celebrate the unique and diverse culture of our communities and citizens.
- Principle five:** HRM views community events, cultural events and tourism events as equally important. Some events bring economic benefit and international profile and others focus on building a sense of community, citizen connection to the area and cultural recognition.
- Principle six:** Events are a key part of HRM service with their affect on day-to-day operations accepted and welcome.
- Principle seven:** HRM's Events sector is a priority area for financial and human resource supports.
- Principle eight:** HRM ensures a high degree of fiscal planning and public accountability.
- Principle nine:** Event success results largely from the collaboration with external stakeholders. HRM recognizes and supports the coordination and collaboration with other levels of government, community, organizations and corporate partners as essential.
- Principle ten:** Volunteers are the heart of HRM's events and supported as such.

3.2 The Strategic Directions

HRM has a critical leadership role to play in the successful engagement of government, the private sector and the broader community necessary to advance HRM vision as an event region. To fulfill this role the Strategy provides a comprehensive approach based on two strategic focus areas, three specific goals and accompanying objectives.

a) Community and Cultural Events

Unique, recurring community and cultural events that typically include small to large celebrations, art and music festivals. Such events are usually home-grown versus acquired, are closely tied to HRM's culture and heritage and cannot be readily duplicated or readily accessed in other communities. Such events cannot be arbitrarily relocated and are usually built on themes: music, film, art or comedy that feature both mainstream programming content and showcase local content.

b) Major Event Hosting

Large events that involve a competitive bid process and typically focus on sports. Many of these events rotate venues on an annual basis and hosting rights are often high. Such events generate international media attention, usually require significant investment by all levels of government.

3.3 The Goals and Objective

Goal 1:	<i>Improved Coordination and Collaboration to increase networking and relationship building.</i>
Objective 1:	Increase partnership among all stakeholders
Objective 2:	Establish clear roles and responsibilities for stakeholders
Objective 3:	Streamline decision making processes
Goal 2:	<i>Enhanced Event Impact to increase sector development and tourism.</i>
Objective 1:	Increase local community event capacity
Objective 2:	Financial and support resources to new and potential events
Objective 3:	Encourage the delivery of quality events
Objective 4:	Infrastructure improvement
Goal 3:	<i>Expand HRM's Events Calendar with high quality signature and complimentary events.</i>
Objective 1:	Maintain and develop existing recurring events
Objective 2:	Develop and support new unique and complimentary events
Objective 3:	Pursue and host unique and touring non-recurring events
Objective 4:	Strengthen HRM's image as an event leader
Objective 5:	Improved risk management

Goal 1: Improved Coordination and Collaboration

Regional Council will strengthen relationships with event stakeholders. Increased cooperation, joint initiatives and the sharing of resources (and ideas) among organizers are beneficial to the sector as a whole. Internal supports and the streamlining of internal processes will also directly influence the positive growth of the sector.

Objective 1: Increase Partnership Among All Stakeholders

Formal and informal partnerships need to be pursued between organizations and groups within the community. Strong partnerships are an essential element to successfully developing and hosting events. Organizationally, there are a variety of divisions beyond Civic Events that contribute to the successful execution of events. As a “*Region of Events*,” all divisions within HRM will need to recognize their important role to contributing toward the successful development and execution of events.

GOAL 1: Improved Coordination and Collaboration	
OBJECTIVE 1: Increase Partnership Among All Stakeholders	
<i>Year 1</i> <i>2009/2010</i>	1. Ensure the annual event program remains relevant, fresh and attractive for the audience, and Council stays abreast on current issues facing the sector through partnerships.
<i>Year 2</i> <i>2010/2011</i>	1. Identify partnerships with stakeholders to maximize income from commercial sponsorship and private sector funding. 2. Identify opportunities to partner and/or support local organizations and community groups on cultural programs.
<i>Year 3 - 10</i> <i>2011 - 2019</i>	1. Design and conduct annual forums to forge partnerships and opportunities for wider exchange of data within the sector. 2. Consult with event organizers and promoters on: <ul style="list-style-type: none"> • The current events program • How organizers and promoters might be involved in the evaluation process for new events

Objective 2: Establish Clear Roles and Responsibilities for Stakeholders

It is important that all stakeholders understand fully their responsibilities and those in relation to others. At all levels individual stakeholder communications and contributions are essential to ensure the fluid operations of this strategy and long-term successful event acquisition and development.

GOAL 1: Improved Coordination and Collaboration	
OBJECTIVE 2: Establish Clear Roles and Responsibilities for Stakeholders	
<i>Year 1</i> <i>2009/2010</i>	1. Review the TOR for the Special Event Task Force including the establishment of a Special Events Executive Management Team with the authority to assess and approve events in alignment with the principles and goals of this strategy. 2. Position Special Events Advisory Committee as the recognized leader, coordinator and catalyst for all event decision-making.

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	<ol style="list-style-type: none"> 3. Prepare terms of reference for Major Events & Sport Hosting Panel (MESHP), Cultural Events Panel (CEP) and Destination Marketing & Promotion Panel (DMPP) that report directly to SEAC.
<p>Year 2 2010/2011</p>	<ol style="list-style-type: none"> 1. Develop staff resource plan and job descriptions that focus on developing new events, ongoing research and analysis, granting administration, governance and strategy supports 2. Implement the revised Special Event Task Force TOR including a Special Events Executive Management Team. 3. Establish Major Events & Sport Hosting Panel (MESHP), Cultural Events Panel (CEP) and Destination Marketing & Promotion Panel (DMPP). 4. Identify 'Event Champion(s)' within Council to advocate the Event Strategy and the principles
<p>Year 3 2011/2012</p>	<ol style="list-style-type: none"> 1. Issue an expression of interest (EOI) not-for profit service provider to deliver the major and sport event hosting program, including destination marketing to promote HRM as a Region of Events 2. Panels submit annual reports on activities to date, the proposed events for the subsequent year, and proposed budgets for review by SEAC (MESHP submit annual report on the major & sport event activities, DMPP submit annual destination marketing & promotions report, CEP submit annual report on the cultural & community event activities). 3. SEAC table an annual events report to a January Council session.
<p>Year 4 2012/2013</p>	<ol style="list-style-type: none"> 1. Contract and support a not-for profit service provider to deliver the major and sport event hosting program, including destination marketing to promote HRM as a <i>Region of Events</i> 2. Develop a <i>Memorandum of Understanding</i> between HRM and the new Major Event & Sport Hosting service provider including a business plan from Major Event & Sport Hosting service provider. 3. Develop Memorandum of Understanding with each event stakeholder to clarify key roles and service provision as identified in <i>Appendix D</i>.
<p>Year 5 - 10 2013 - 2019</p>	<ol style="list-style-type: none"> 1. Develop a credible finance package/business plan for one stop shop service provider model.

Objective 3: Streamline Decision Making Processes

Regional Council recognizes that positive impact on and development of the event sector cannot be achieved without internal policy supports. Regional Council acknowledges the value and the strategic importance of the events to HRM and supports internal commitment to higher quality levels of service and customer focus for the sector.

GOAL 1: Improved Coordination and Collaboration	
OBJECTIVE 3: Streamline decision making processes	
<p>Year 1 2009/2010</p>	<ol style="list-style-type: none"> 1. Amend the Civic Events Policy and Granting Framework in alignment with the Strategy. 2. Determine and implement 2009/10 grant administration improvements 3. Establish and implement a clear internal pathway for notification of all new events.
<p>Year 2 2010/2011</p>	<ol style="list-style-type: none"> 1. Develop a staff position to coordinate the administration of the Strategy and associated decision making process. 2. Investigate and realign existing internal decision making-processes and operational procedures to enhance event facilitation, timely decision-making and transparency.

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	3. Design evaluation and performance measurement systems including bench-marking, stakeholder communications, community feedback and event reports to monitor and evaluate strategy success.
<i>Year 3 - 10 2011 - 2019</i>	1. Conduct annual strategy evaluation reviews and submit to SEAC. 2. Investigate strategies to simplify the points of contact and procedures for communication within HRM and stakeholders

Goal 2: Enhanced Event Impact

Regional Council supports and promotes existing and new events. HRM will improve the information and municipal resources available to the sector including knowledge of relevant committees and financial supports. High quality events offer great diversity of experiences for citizens and hold potential for national and international involvement both in content and publicity. HRM seeks to maintain and grow the existing levels of support for diverse events and involvement of HRM’s citizens and communities as organizers, participants and audience members encouraging festival and event initiatives and social inclusion.

HRM’s reputation will be marketed as the festival and event city and as a city of culture nationally and internationally. Regional Council supports improvements to infrastructure to increase the Municipality’s appeal to visitors and to facilitate the sector development through financial and staff resources.

Objective 1: Increase Local Community Event Capacity

A wealth of skill is based in HRM through experienced professional event managers. The challenge lies in the aging volunteer base. Such volunteers make up the front-line staff and community planning councils. These are crucial positions to the success of events. Increasing community support for and involvement in events will lessen the impact of an aging force and promote new volunteer activity. Training is important for volunteers and professionals to increase knowledge bases and develop event management skills. During grant allocation awareness to and recognition of community involvement and training opportunities will aid in funding these activities for capacity growth.

GOAL 2: Enhanced Event Impact	
OBJECTIVE 1: Increase Local Sector Capacity	
<i>Year 1 2009/2010</i>	1. Deliver an event manual for event organizers operating in HRM
<i>Year 2 2010/2011</i>	n/a
<i>Year 3 2011/2012</i>	1. Develop mentor programs with stakeholders that increase event paid and volunteer staff knowledge. 2. Develop and maintain an online event listing. 3. Establish an event liaison to provide direct advice to event organizers operating in HRM.

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<i>Year 4 - 10 2012 - 2019</i>	<ol style="list-style-type: none"> 1. Provide ongoing training and apprenticeships for volunteers to foster a high degree of experience and skill sets. 2. Provide ongoing training for staff to foster a high degree of expertise and customer service. 3. Organize and host an event management seminar series.
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Objective 2: Financial and Support Resources to New and Potential Events

Attention should be kept when filling existing ‘gaps’ in the festivals and event calendar. This is particularly important as many event organizers view HRM offering limited funding and support to current events. New festivals require financial support, and in turn have the potential to reduce funding for other events. The impact of a new initiate cannot be easily anticipated and the level of HRM funding and support to events was identified as an issue.

The Civic Events Policy and Granting Framework needs to be aligned with strategy goals or an additional funding scheme created. Community and major events supported by the strategy and forward-moving ideas of HRM are frequently not supported under the current granting framework. As a result many sporting and cultural events are not receiving the level of funding needed to present a successful event, if receiving any funding at all. Benchmarking and an evaluation process are critical in the introduction of any new or remodelled processes.

GOAL 2: Enhanced Event Impact	
OBJECTIVE 2: Financial and Support Resources to New and Potential Events	
<i>Year 1 2009/2010</i>	<ol style="list-style-type: none"> 1. Develop a new funding framework for implementing the events strategy based on results of rationalization and new funding sources. 2. Research and evaluate new funding mechanisms for cultural events including but not limited to tax levies, development levies, lottery tax. 3. Research models for forecasting and financial planning for events on a year to year basis.
<i>Year 2 2010/2011</i>	<ol style="list-style-type: none"> 1. Develop an Event Development Funding Program to address the gap in annual event funding between the Festival and Event Grant and Hallmark funding. 2. Develop a Cultural Event Funding Program to identify special subsidy programs for shoulder month events including municipal service cost reduction.
<i>Year 3 2011/2012</i>	<ol style="list-style-type: none"> 1. Undertake a rationalization of all existing service agreements that support major events.
<i>Year 4 2012/2013</i>	<ol style="list-style-type: none"> 1. Examine the current charging policy on services which affect/support events to define the proportion of event staging costs to be borne by HRM and that which should be passed onto promoters.
<i>Year 5 2013/2014</i>	<ol style="list-style-type: none"> 1. Explore with hotels and businesses opportunities for ‘in kind’ and financial sponsorship aimed at supporting new events in the ‘shoulder months.’ 2. Examine mechanisms to allow event organisers to use companies within the private sector for some services normally provided by the Municipality if they are proved to be cheaper and of an acceptable standard to all parties.
<i>Year 6 - 10 2014 - 2019</i>	<ol style="list-style-type: none"> 1. Develop and implement an integrated budget process that provides for service costs related to events in divisional budgets (police, fire, transit, etc.) for the provision of key

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	<p>street level poster-ing spaces, traffic control, audience transportation, policing services, fire guidance and insurance.</p> <p>2. Develop a new charging policy. The development, introduction and assessment of ratios of Municipal investment to ultimate economic impact should be considered where appropriate.</p> <p>3. Determine 'baseline' investment infrastructure for decoration of the city.</p>
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Objective 3: Encourage the Delivery of Quality Events

The Region's event calendar is full of a diverse range of events from small community known events through large internationally recognized events. It is not enough to simply fill the event's calendar with a range of events. These events should aim to be of a high quality. Positive and 'extraordinary' audience experiences are what will drive the event calendar and keep citizens coming out and visitors coming to the Region. Regardless of event size, HRM should remain committed to developing and supporting high quality events.

GOAL 2: Enhanced Event Impact	
OBJECTIVE 3: Encourage the Delivery of Quality Events	
Year 1 - 5 2009 - 2014	n/a
Year 6 2014/2015	<ol style="list-style-type: none"> 1. Develop and adopt an evaluation process and criteria for all new events to reflect the new programming policy 2. Develop a post event evaluation process to be applied to all of the region's events and ensure that this, and costs associate with it, are raised at an early stage of the event and budget planning process. 3. Develop a satisfaction survey. Data will be used to inform planning and to establish indicators and targets for future events.
Year 7 - 10 2015 - 2019	<ol style="list-style-type: none"> 1. Develop a branded "HRM Event Recognition" program to promote quality based on: <ul style="list-style-type: none"> • HRM cultural component • Inclusion of local (NS/HRM) artist(s) • Ecological footprint • Creature comforts (ie. # of washroom/persons, first-aid) • Accessibility (cost, transportation) • Marketing scope • Audience reception to central theme • Cultural link to HRM in central theme 2. Adopt the post event evaluation process. 3. Adopt the use of the satisfaction survey.

Objective 4: Infrastructure Improvement

Outdated infrastructure needs to be formally identified, strategically audited and resources provided to renew the facilities. The reallocation of finances to provide event infrastructure grants would satisfy the financial demand. Additionally, focus needs to be lent to bringing in events that renew and strengthen current infrastructure. If infrastructural demands are too great an expense in repairs but a proven need exists for the type of facility, alternative sites for the

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development of similar infrastructure and a cost/benefit analysis should be investigated. The Halifax Seaport and Halifax Common are such areas that can be utilized for new development.

A balance needs to be struck for the Halifax Common in maintaining the site accessible to the community while also developing the site's hosting capacity. The size and proximity of the Halifax Common to the downtown core make it an ideal hosting location, however the necessary resources such as workable, safe space and grounding that can maintain its purpose through local inclement weather and heavy vehicle traffic is challenged. Community members, through organized sport, recreational and social activities and as a main pedestrian artery, patronize this site. Any development to the site should work to not limit but instead enhance community access to the site outside of event scheduling.

GOAL 2: Enhanced Event Impact	
OBJECTIVE 4: Infrastructure Improvement	
Year 1 <i>2009/2010</i>	1. Establish a database on event venues including technical data.
Year 2 <i>2010/2011</i>	1. Consult with promoters on infrastructure needs and expectations including venue and transportation.
Year 3 <i>2011/2012</i>	1. Conduct an audit of the event infrastructure within HRM to identify and address priority areas for development. Future strategic direction of the events programme should be informed on this audit, including usage and requirements amongst current promoters, including the need for flat city centre space for trailer mounted exhibitions and space to host tented villages. 2. Identify preferred outdoor sites for events and prioritise infrastructure investment.
Year 4 <i>2012/2013</i>	1. Establish a funding reserve for the maintenance and development of event-infrastructure. Considerations will be made to event diversity, target market, current use, pending developments and legacy. 2. Invest in event-infrastructure development on the Halifax Common and at the Seaport. 3. Establish a working group to address/explore a proposal for the standardisation of traffic impact analysis and public transport services strategy to support events and event venues.
Year 5 <i>2013/2014</i>	1. Develop regular street performance sites within the region to provide platform and gathering places for displays, skill sharing and public street level activities. 2. Establish an award system for venues and code of practice for venue managers.
Year 6 - 10 <i>2014 - 2019</i>	1. Evaluate the charging policy for Municipal venues including both the allocation of raised funds and the accessibility of event organizers.

Goal 3: Expand HRM’s Events Calendar

There is a strong desire among those with strategic tourism interests to develop the year round program of events in HRM to maximize the visitor-derived benefits and to reinforce the Municipality’s position as a leader in events. The event calendar should be filled with *(1) unique community and cultural events, (2) complimentary community and cultural events, (3) unique major and sport events, and (4) touring major and sport events* as illustrated in *Appendix E*:

Objective 1: Maintain and Develop Existing Recurring Events

HRM’s current event calendar has a number of recurring events that are highly valued by the citizens and help to identify the character of the Region. These events have contributed directly to HRM’s current success in the sector and should continue to be supported as such. Existing recurring events have become integrated into the regular calendars and expectations of many citizens and visitors.

GOAL 3: Expand HRM’s Events Calendar	
OBJECTIVE 1: Maintain and Develop Existing Recurring Events	
<i>Year 1 2009/2010</i>	1. Develop an event development program to support current events to grow into Signature and Hallmark events. This program will include municipal resources, volunteer supports and financial aid. Support for new and developing events will be evaluated on: <ul style="list-style-type: none"> • a unique addition to the current program • a champion or potential to become such • a market that does not detract from current events’ audiences • a business case • scheduling • location
<i>Year 2 2010/2011</i>	1. Implement the event development program.
<i>Year 3 - 10 2011/2019</i>	1. Continue to support the event development program.

Objective 2: Develop and Support New Unique and Complimentary Events

The following types of events have been identified as a perceived interest for HRM:

Food: HRM is home to a very talented and tasty food and beverage sector. Many local chefs are internationally known and their restaurants are a priority-stop for tourists. There is large opportunity to develop a unique food festival in the off-season months recognizing local cuisine and talent. Such a festival could draw on HRM’s diverse history of food preparation, local cuisine and cultural vibrancy.

Arts and Culture:

Visual Arts: Events themed on the visual arts predominantly occur during the summer

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months (July in particular). There is a gap from December through July that can be filled with the creation of a new event or potential rescheduling of a July event.

Performing Arts: There is a lack of free community music concert series in the shoulder seasons and the development of another festival is an option. A recognized challenge is finding a public venue suitable for all weather conditions. HRM's calendar of events includes limited theatre, comedy and dance festival and events. The common indoor nature of these events makes them ideal to host during the shoulder season. Possible indoor programming, such as a bagged lunch performance series, should be explored to supplement the wet seasons.

Literary Arts: A literary event geared toward youth scheduled for late fall would satisfy the desire of youth involvement, culture and education while filling a calendar gap and providing an opportunity for internal and external partnerships. The majority of literary events occur in spring with the exception of Word On the Street, an indoor event in the early fall.

Digital Media Arts: A festival linking winter themes with local and national independent artists would be ideally developed to fill the gap in late fall/early winter.

Heritage: Residents within HRM benefit from a strong sense of community pride, contributing to both quality of life and newcomer involvement. In the theme of rejuvenating the events calendar, the adoption of a *Doors Open Halifax* into the schedule would provide HRM a national and international position in heritage programming. *Doors Open* originated in Glasgow, Scotland, in 1990 as *Doors Open Day*, and first arrived in Canada in 2000 by the Toronto's Culture Division (Heritage Toronto). The event has now been adopted in Ontario, Newfoundland, Alberta, Massachusetts, Western New York State, New York City and Denver among others. The Heritage Canada Foundation has extensive development materials and marketing opportunities for these events. The Foundation describes "the success of *Doors Open* has inevitably attracted visitors excited by the prospect of exploring a town or city by travelling through its buildings, adding a cultural tourism dimension to the event."

Multidisciplinary: A perceived interest lies in the development of new events for HRM. New mega events, such as the anticipated *Festival of Fire*, provide the opportunity to create an event unique to HRM and incorporate many sectors in presentation including a range of arts and culture, food and beverage and even sport. Paralleling the theme of the NS Multicultural Festival, a Multi-Arts and Cultural Festival would satisfy both the off-season and multidisciplinary gaps. Surrey, BC, hosts an annual *WinterFest*, a music and art festival. HRM's last *WinterFest* occurred in 2003, cancelled due to the incremental Maritime weather. The HRM event had a stronger focus on a festival atmosphere and winter activities over that of Calgary's. A *Winter Culture* or *Winter Arts Fest* is a potential large-scale event to occur around the Spring holidays, focussing on local and national talent, collaboration and accessibility, including exhibits, concerts, performances

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and community activities.

The public access, location and previous use of the Halifax Common make it an ideal location to host a multidisciplinary festival, free to the public. In setting up a festival environment with booths, displays and performances, multiple benefits are met: Community exposure to and for local artists, diversity in programming, community awareness of events and their benefits. Without an admission fee community relations are strengthened by the public’s free access to the site during the event. An increased use of the Halifax Common for organized Events free to the public can contribute to the development of public support for gated and non-gated events on the site, such as the summer concerts.

International: There is a void of an international presence in theme and attendance of events in HRM. When supporting bids, the international perspective needs to be considered to bring in diverse events and increase HRM’s presence as an international player. An international theme is important to add to HRM’s event rooster. With a predominance of community events, the majority of event participants come from within the Municipality. Increasing such events without an international supplement risks exhausting the local audience base.

GOAL 3: Expand HRM’s Events Calendar	
OBJECTIVE 2: Develop and Support New Unique and Complimentary Events	
Year 1 2009/2010	<ol style="list-style-type: none"> 1. Annually consult the event sector to ensure the event program remains relevant, fresh and attractive for the audience, and Council stays abreast on current issues facing the sector. 2. Develop a signature event development program.
Year 2 2010/2011	<ol style="list-style-type: none"> 1. Develop a Doors Open Halifax event under the signature event development program, incorporating Halifax’s vibrant night culture into specialized evening programming relating to the event and heritage. 2. Award businesses for supporting cultural events through formal promotion.
Year 3 2011/2012	<ol style="list-style-type: none"> 1. Develop complimentary events in partnership with unique (Signature and Hallmark) events as associated pre and post event activities.
Year 4 - 5 2012 - 2014	<ol style="list-style-type: none"> 1. Develop a Maritime Food Fest event under the signature event development program.
Year 6 - 7 2014 - 2016	<ol style="list-style-type: none"> 1. Develop a <i>6 Degrees of Separation</i> event under the signature event development program, similar to Calgary’s <i>100 Journals Project</i>. The event will focus on both community and arts and culture with blank journals placed in public areas, asking people who come across these books to record their stories and experiences. The event cumulates into a public exhibit of the journals during the shoulder season.
Year 8 - 9 2016 - 2018	<ol style="list-style-type: none"> 1. Develop a new international themed event under the signature event development program.
Year 10 2018/2019	<ol style="list-style-type: none"> 1. Develop a new Multi arts and culture themed event under the signature event development program.

Objective 3: Pursue and Host Unique and Touring Non-Recurring Events

Community accessible sporting events do not hold a large presence in HRM’s event calendar. Urban Butter is a prime example of an event that bridges the urban/rural divide by bringing a rural activity (winter mountain sports) into the downtown core, increases community access and involves national and international participants as both competitors and spectators. Festivals can be both locally developed and brought to showcase a sport or range of sports and incorporate community involvement through a learning component such as celebrity sportsmen/women appearances and educational activities on related topics.

GOAL 3: Expand HRM’s Events Calendar	
OBJECTIVE 3: Pursue and Host Unique and Touring Non-Recurring Events	
<i>Year 1 - 2 2009 - 2011</i>	<ol style="list-style-type: none"> 1. Develop and adopt a bidding policy based on: <ul style="list-style-type: none"> • potential success factor • legacy opportunities • economic impact • community impact • strategy momentum • event diversity • geographic diversity • scheduling with a preference for shoulder and off season events 2. Amend Civic Events Policy to include bid development 3. Conduct a rationalization of existing funds and identify new opportunities for supporting major events.
<i>Year 3 - 10 2011 - 2019</i>	<ol style="list-style-type: none"> 1. Investigate the model of a single point of entry for event organizers. 2. Conduct ongoing research on national and international event trends 3. Facilitate national and international support for desirable event bids which other countries, provinces and municipalities are competing for through a pro-active framework: <ul style="list-style-type: none"> • a two-year pre bid event identification when possible to facilitate positive economic impact and support. • an equitable and efficient major event evaluation framework addressing the potential and real event success • target funding supports for the maintenance, development and acquirement of major events that advance HRM values and brand • legacy building initiatives • risk identification and management.

Objective 4: Strengthen HRM’s Image as an Event Leader

The continued success combined with the anticipated growth of HRM’s events requires the pro-active marketing of the Region as an event leader and that citizens understand and value this title. Communication within the municipality, provincially, nationally and internationally is essential to reach current and potential participants. Council’s visible support of the Strategy communicates the value to community members who then can act as advocates themselves in supporting and speaking about HRM’s events.

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GOAL 3: Expand HRM's Events Calendar	
OBJECTIVE 4: Strengthen HRM's Image as an Event Leader	
Year 1 2009/2010	<ol style="list-style-type: none"> 1. Adopt and communicate a philosophy of HRM's commitment to events as a core service. 2. Host discussions with stakeholders on the future role and development of the managing and production of market research for events. 3. Develop an event branding and communications strategy including: <ul style="list-style-type: none"> • long term economic and cultural benefits • strategic partnerships • cooperative marketing • community relations • branding
Year 2 2010/2011	<ol style="list-style-type: none"> 1. Increase community communications around events, in their activities, opportunities and procedures, through newsletters, webpages, email, the events line and other customer service tools. 2. Assess the means by which venues are promoted.
Year 3 2011/2012	<ol style="list-style-type: none"> 1. Review HRM's promotion of facilities and interests in the wider event arena, including a dialogue with promoters and venue managers. 2. Develop webpages to promote the Region's reputation and experience 3. Research a 'baseline' for the decoration of HRM.
Year 4 2012/2013	<ol style="list-style-type: none"> 1. Establish a 'baseline' for the decoration of HRM during events including: <ul style="list-style-type: none"> • Investment in promotional infrastructure such as increased poster boards • Supportive attitude to applications for temporary street decoration. • Agreed criteria for levels of decoration in the region. • Examining examples of good practice. • Work with business commissions to encourage positive attitudes amongst retailers and businesses. 2. Annually Collect raw research data from promoters their own events.
Year 5 2013/2014	<ol style="list-style-type: none"> 1. Develop an international venue promotion/marketing program. 2. Incorporate promoters' data into Annual Report. 3. Establish a budget for baseline decoration.
Year 6 2014/2015	<ol style="list-style-type: none"> 1. Implement baseline decoration of HRM for events. 2. Explore a collective marketing research project with partners to develop and maintain a resource of current market intelligence on the region's events. 3. Implement the international venue promotion/marketing program.
Year 7 - 10 2015 - 2019	<ol style="list-style-type: none"> 1. Develop and implement a collective marketing research project with partners.

Objective 5: Improved Risk Management

There is a degree of risk associated with running a single event regardless of size let alone filling year long programming. HRM must recognize these risks and plan accordingly. Risk itself is not a reason to cancel or avoid supporting an event. A strategic approach for risk management will provide HRM with the resources needed to navigate around the possibility of financial loss and sustainability issues.

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GOAL 3: Expand HRM's Events Calendar	
OBJECTIVE 5: Improved Risk Management	
<i>Year 1 - 2 2009/2010</i>	1. Work to reduce the risks associated with events as illustrated in <i>Appendix F</i>
<i>Year 3 2010/2011</i>	1. Develop an event risk policy based on the risk management protocols outlined in <i>Appendix F</i>
<i>Year 4 2011/2012</i>	1. Develop a model/template and signing off process for risk assessment/safety plans. 2. Investigate and determine the split in responsibilities between venue management and promoters for risk assessment/safety plans should be developed.
<i>Year 5 - 10 2012/2019</i>	1. Communicate the value of Events and cultural and environmental sustainability processes incorporated into event hosting.

Appendix A: SWOT Analysis

The following category breakdown was used in analysis, with each category being identified in parentheses immediately before the point:

- a) Political and stakeholder collaboration
- b) Citizen participation
- c) Economic generation
- d) Cultural development
- e) Event infrastructure
- f) Event experience and capacity

STRENGTHS	WEAKNESSES
<p>(A) HRM staff recognized as offering a high quality level of service.</p> <p>(B) A high level of local citizen support for events (B) Local events have nurtured local talent. (B) HRM has demonstrated the ability to mobilize required volunteers and technical experts. (B) HRM has a large local audience (B) HRM has a high degree of volunteerism</p> <p>(C) HRM is the centre for economic activity for NS and Atlantic Canada. (C) Public sector investment (C) Ability to leverage</p> <p>(D) HRM has a propensity for supporting local cultural content, artists, traditions, innovations and ideas</p> <p>(E) Many strong large-scale event facilities within HRM. (E) Metro Centre is well positioned to host major sporting events and concerts with seating capacity of approximately 10,000. The event hosting track record at the facility indicates that it can accommodate many of the events deemed most desirable by Canadian municipalities.</p> <p>(F) Many locally created festival and events (F) HRM's event program is attracting increasing numbers of visitors (F) HRM has a number of established long running events (F) HRM's current program offers high entertainment value (F) A high standard business competence cooperation, joint initiatives and the sharing of resources (F) Unique waterfront setting and compact urban core with extensive accommodation capacity and other business services. (F) HRM has hosted many national and international marquee events making it well positioned in terms of event</p>	<p>(A) Cooperation among all levels of government and stakeholders is inconsistent (A) Common political vision for tourism, culture and events among all political partners does not exist (A) Consistent decision making process among all political partners does not exist (A) Inconsistent funding (from public funders) (A) Bureaucracy for event production and granting is perceived as too onerous (A) Events are often discouraged in lieu of regular programming priorities</p> <p>(B) Local preparedness to tolerate associated disruption and congestion (B) Transportation capacity and parking can be in short supply during peak seasons.</p> <p>(C) Limited opportunities for sponsorship. HRM Civic Events' granting streams do not apply to many large-scale events due to their commercial component. (C) Advocacy and marketing are inconsistent and not integrated or coordinated as a community (C) HRM population is relatively modest in comparison to provincial capitals in Central and Western Canada. (C) HRM faces direct competition from other provincial capitals as well as other municipalities such as London, Windsor, or Hamilton that can offer a similar population and comparable or larger event hosting venues.</p> <p>(D) There is a perception that HRM has not been pro-active in accepting and supporting new event ideas, practices (D) Low event activity rate and draw during shoulder and off-season (D) Transient accommodation can be scarce during the months of May through October.</p> <p>(E) Cities such as Toronto, Montreal and Ottawa offer larger</p>

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<p>hosting expertise. (F) A base of experienced event managers, including those working for various public sector organizations and for volunteer-based and commercial events are based in HRM. (F) HRM has significant expertise and a network of relationships for event development including Events Halifax, TCL</p>	<p>sports arenas than the Metro Centre. (F) HRM does not have a year-round events program (F) HRM's program does not have a high degree of internationalism (F) General belief from event operators that HRM does not provide sufficient support, and in particular financial support, for their events. (F) HRM does not appear pro-active in seeking bidding and hosting opportunities (F) HRM's roster of events program comprises mostly older events, and does not demonstrate a broad spectrum of subject, objectives, stage of development and financial profile</p>
OPPORTUNITIES	THREATS
<p>(A) The Regional Plan indicates importance of the role of tourism and culture in HRM's central core.</p> <p>(B) Events are acknowledgement and proven as an important contribution to HRM's social inclusion agenda. (B) Events are viewed as an important contribution to the quality of life of citizen (B) HRM has a growing newcomer community willing to become involved in community life and events</p> <p>(C) Events enhance HRM's quality of life and attractiveness (C) Events increase propensity to visit HRM (C) Events create new employment opportunities</p> <p>(D) Events provide opportunities for self expression (D) Participation of international artists creates opportunities for exposure to international peers (D) Provide significant ongoing financial support to recurring events.</p> <p>(E) Halifax Commons has strong event hosting potential. As a large green space close to the urban core and its concentration of tourism infrastructure, few municipalities have a similar venue. Provides capacity to stage signature outdoor events proximate to HRM's downtown core. (E) As the Halifax Seaport gains tenants and becomes more established as a focal point for the creative industries and a centre of tourism activity, it provides potential to expand the footprint for some of HRM's existing events, as well as serving as a new event staging ground.</p> <p>(F) Build on the significant expertise and the network of relationships developed by Events Halifax and the Trade Centre Limited in key sports and entertainment sectors.</p>	<p>(B) Local take-up on tickets can be inconsistent and difficult to predict, yet are essential for long term feasibility (B) HRM's volunteer base is aging</p> <p>(D) Major events often require significant financial resources up-front in support for bid preparation and operations, which may fall outside of established funding programs.</p> <p>(E) Ongoing development on the Halifax Waterfront may limit event-hosting capacity. (E) Halifax Commons has competing demands for access and the concerns of local residents</p>

Appendix B: Annual Events

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- (A) Arts and Culture Event
- (C) Community Focussed Event
- (F) Food Themed Event
- (S) Sporting Event

January	February	March
	(A) Nova Scotia Kiwanis Music Festival (A) In the Dead of Winter Music Festival (A) Annual Brazilian Carnival Halifax (C) Hubbards Area Winter Carnival (F) Savour Food and Wine Festival	
April	May	June
(A) Halifax International Writers Festival (A) Halifax Comedy Festival (A) Annual Viewfinders: International Film Festival for Youth (A) SuperNova Theatre Festival (F) Dean Maple Syrup Festival (S) Annual SEDMHA International Minor Hockey	(A) SuperNova Theatre Festival (A) Atlantic Band Festival (A) Atlantic Book Festival (A) Scotia Festival of Music (S) Bluenose International Marathon	(A) Halifax Public Gardens Sunday Concerts (C) Nova Scotia Multicultural Festival (C) Bedford Days (C) Sackville Patriot Days (C) Polish Heritage festival (C) Greek Fest
July	August	September
(A) Halifax Public Gardens Sunday Concerts (A) HRM Summer Concert Series (A) Tunes at Noon in Grand Parade (A) Royal Nova Scotia International Tattoo (A) Annual Broadwalk Artists (A) Art Bikes Parade (A) TD Canada Trust Atlantic Jazz Festival (A) HubARTS (A) Summersonic (A) Kiwanis Mother Goose Festival (A) Z103.5 Summer Rush 2008 (A) Annual Craft and Chowder Festival (A) alFresco filmFesto (C) Halifax-Dartmouth Canada Day (C) Bedford Canada Day (C) Alexander Keith's Natal Day Festival (C) St Antonios Annual Lebanese Festival	(A) Halifax Public Gardens Sunday Concerts (A) HRM Summer Concert Series (A) Tunes at Noon in Grand Parade (A) Annual Bishop's Landing Summer Concert Series (A) Nova Scotia Youth Orchestra Summer Festival Concert (A) Halifax International Busker Festival (A) Atlantic Fringe Festival (A) Fall Arts Festival (A) Annual Atlantic Canada Harmonica Festival (C) Alexander Keith's Natal Day Festival; (C) Select Nova Scotia Incredible Picnic (C) Clam Harbour Sandcastle & Sculpture Competition (C) Annual Kite Festival (A) Hubbards Cove Days (rural) (C) Annual St. Luke's Variety Show	(A) HRM Summer Concert Series (A) Tunes at Noon in Grand Parade (A) Annual Bishop's Landing Summer Concert Series (A) Atlantic Fringe Festival (A) Atlantic Film Festival (A) Great Atlantic Blues and Beyond Festival (A) Fall for Flamenco Festival (A) Word on the Street (C) Torpedo Ray's Treasure Hunt Dive (C) Cole Harbour Harvest Festival (C) The Halifax Duck Derby (F) Wines of Nova Scotia Fall Festival (S) Trail Shop Canoe to the Sea

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(C) Halifax Pride Festival (S) MEC Halifax Paddlefest (S) Annual Manulife Dragon Boat Festival (S) Halifax Highland Games and Scottish Festival (S) Bosom Buddies Atlantis	(C) Halifax County Exhibition (C) Sambro Son' West Days (F) Mussel Beach	
October	November	December
(A) Nocturne: Art at Night (A) The Halifax Pop Explosion (C) Maritime Fall Fair (C) Haunted Hollow (C) PumkinFest (C) Festival of Fire (F) NSLC Port of Wines Festival	(A) AGNS Children's Festival (C) Annual Victorian Christmas (C) HRM Christmas Tree Lighting (C) TD Bank Financial Group Dartmouth Tree Lighting (C) Annual Festival of Trees (S) Annual Urban Butter Showcase	(C) Christmas Festival of Trees (C) Halifax Explosion Memorial Service (C) Annual Acadian Tree Lighting (C) Chanukah Celebration and Menorah Lighting (C) "A" New Year's Eve Show

Appendix C: Infrastructure within HRM

Facility	Location	Description	Seating
Exhibition Park	Prospect	Trade show and exhibition centre.	61,000 ft ² in main hall, parking for 2,000 cars
Citadel Hill Garrison Grounds	Quinpool & Robie, Halifax	Grassed outdoor concert venue with adjacent gravel parking lot.	30000
Halifax Common	Quinpool & Robie, Halifax	Grassed outdoor concert venue.	70000
Halifax Forum	North End Halifax	Twin pad sports centre.	Forum: 6,000 Civic Centre: 1,700
Dalplex	South End Halifax	Multiuse sports facility at Dalhousie University.	50,000 ft ² field house
Dalhousie Memorial Arena	South End Halifax	North American ice surface at Dalhousie University.	1100
Dalhousie Memorial Field	South End Halifax	Three practice fields and one competition soccer pitch at Dalhousie University. Gymnasium adjacent to the field.	2000
Dalhousie Arts Centre, Rebecca Cohn Auditorium	South End Halifax	Large auditorium theatre and meeting/rehearsal rooms at Dalhousie University.	1040
Huskies Stadium	South End Halifax	Field Turf playing surface at St. Mary's University.	5,500 permanent plus 11,000 temporary
Alumni Arena	South End Halifax	185' x 85' playing surface at St. Mary's University.	1200
Tower Gymnasium	South End Halifax	Basketball, volleyball, and squash courts and fitness centre at St. Mary's University.	1500
Halifax Metro Centre	Downtown Halifax	Full complement of back of house support facilities	Arena seating for 10,000
World Trade and Convention Centre	Downtown Halifax	Total meeting, exhibit and pre-function space 60,000 ft ² . Column free space of 20,000 ft ² .	Largest room seats 2,000
Neptune Theatre	Downtown Halifax	Two theatre spaces, two rehearsal halls and full complement of back of house support facilities	479 and 200 in the theatres
Cunard Centre	Halifax Seaport	Column free space of 53,000 ft ² in a converted cargo shed.	More than 4,000
Dartmouth Sportsplex	Downtown Dartmouth	Multi-sport venue includes arena, pool, health & fitness centre & meeting spaces	3,000 in the arena
Alderney Landing Events Plaza	Downtown Dartmouth	Outdoor concert venue on the harbour	7000
Alderney Landing Theatre	Downtown Dartmouth	Professional fully equipped theatre space, meeting rooms and breakout spaces.	700
Many outdoor parks & fields	Throughout HRM	Large green spaces, wooded areas and waterfront views	varies

Appendix D: Strategic Roles

Organization/Sector	Event Role(s)	Responsibility
Federal Government	Funding Destination Marketing Economic Investment	<ul style="list-style-type: none"> • Provide financial resources for bidding and hosting. • Marketing to bring large scale events. • Provision of training for human resource development. • Provide event facilities & develop relevant infrastructure. • Provide event business development training and advice.
Province of Nova Scotia	Funding Sector Development Infrastructure Development Economic Investment	<ul style="list-style-type: none"> • Provide financial resources for grant allocation to support tourism include event and infrastructure funding. • Provision of training for human resource development. • Develop and deliver events. • Provide event business development training and advice.
HRM	Policy Granting Event Delivery Infrastructure Development Municipal Services	<ul style="list-style-type: none"> • Provide an integrated policy, governance model for planning, management and monitoring of events. • Hold an overarching guiding principal and authority on all large scale and financial decisions. • Provide municipal support to ensure appropriate level of pre-event planning and post-event reporting from all involved parties. • Marketing for events that will bring visitors to HRM. • Coordination with event organizers and stakeholders to promote synergies and avoid clashes. • Provision of training for human resource development. • Provide event business development training and advice. • Develop and deliver events. • Monitor municipal event hosting trends and opportunities regularly communicate opportunities.
SEAC	Events Policy Event Quality Assessment Granting	<ul style="list-style-type: none"> • Determine initial decisions for event funding. • Advise on festivals, events and Hallmark event activities.
CEP/SHP	Event Quality Assessment Events Policy Events Programming	<ul style="list-style-type: none"> • Advise on bidding activities and opportunities. • Benchmarking and major events hosting evaluation. • Communicate HRM initiatives and interests for national and international exposure.
Tourism Industry (Eh!, WTC, Destination Halifax)	Destination Marketing Event Marketing Cooperation Business Development	<ul style="list-style-type: none"> • Marketing of events that will bring visitors to HRM. • Venue resource and management
Event Organizers	Event Marketing Event production & management	<ul style="list-style-type: none"> • Produce and manage sustainable events at a professional level with successful funding schemes and impacts that match funding objectives and Strategy goals.
Business Community	Destination marketing Funding assistance Cooperation	<ul style="list-style-type: none"> • Street advertising, funding assistance, in-kind support, retail opening hours and street beautification subject to cooperation. • A structured forum to voice concerns or questions. Marketing of events that will bring visitors to HRM.
Community Boards	Community development Cooperation	<ul style="list-style-type: none"> • In-kind support, street beautification and street advertising subject to cooperation. • A structured forum to voice concerns or questions.
Event Sponsors	Grants and event sponsorship	<ul style="list-style-type: none"> • Funding and in-kind support.

Appendix E: Filling HRM's Event Calendar

	Maintain	Develop	Pursue/Host
1. Unique Community and Cultural Events			
Home-grown versus acquired Closely tied to HRM's culture and heritage Cannot be readily duplicated in other municipalities Program content cannot be readily accessed in other communities Cannot be arbitrarily relocated Generate a high yield, overnight visitations	Royal Nova Scotia International Tattoo Tall Ships DRUM Nocturne	New Maritime Theme Event (ie. Titanic) New Celtic Heritage Event Extreme sports in downtown Doors Open Halifax HRM Festival of Fire	
2. Complimentary Community and Cultural Events			
Built on themes: music, film, art or comedy Not strong ties to local culture Limited market trading area Less potential to generate overnight visitations Require less ongoing management support Sustain local event management Co. & services Feature mainstream program content Provide opportunity to showcase local content	Halifax Comedy Festival Halifax Jazz Festival International Blue Nose Marathon Atlantic Film Festival Halifax Pop Explosion Halifax Pride Festival	Culinary Festival Multi disciplinary Arts Festival (ie. Spoleta Festival or Luminato) Annual Minor Hockey Event Music Festivals Visual Arts Festivals Community music concert series literary art events Multi-Arts and Cultural Festival (ie. 6 Degrees of Separation) Multi-Sport Festival	
3. Unique Major and Sport Events			
Typically sports events Typically rotate venues on an annual basis Obtained through competitive bids Form part of a Major Events Strategy Hosting rights often high Generate international media attention Typically do not deliver economic benefits of more conventional major events Usually require significant investment by all levels of government.	CIS Final 8	Basketball Tournaments & Exhibitions Soccer Tournaments & Exhibitions Sailing Championships	International hockey championships International canoe championships International curling championships International figure skating championships International kayak championships
4. Touring Major and Sport Events			
Events are repeated across the country Trading area is modest Appeal to local or day trip audiences Limited ability to attract high yield visitors Form part of an Events Strategy Generate international media attention	Concerts Television shows Live Theatre Productions	Cultural Presentations	

Appendix F: Risk Management

Risk	Strategic Approach
Investing in events that do not realize their potential.	<ul style="list-style-type: none"> • Focus on a few events and reach their individual potential before expanding. • Avoid having too large a scope of event acceptance that can spread resources thin. • Ensure that events undertaken are supported by the tourism industry. • Conduct a rigorous assessment of events for potential success and sustainability. • Develop an active partnership with local businesses, organizations and committees for identifying potential major events. • Actively conduct close and thorough monitoring and analysis of pre and post event process and outcomes.
Level of interest in HRM for hosting events is not sufficient to have a range of major events occurring on an annual basis.	<ul style="list-style-type: none"> • Consider the level of funding and municipal resources offered. Is reallocation needed? • Are event organizers being asked to “jump through hoops?” • Is the needed infrastructure present and operating at an adequate level or are repairs and developments needed? • Can existing infrastructure be “renovated” or have additions added that would increase its potential for event organizers?
Level of interest in HRM for hosting events is not sufficient to expand current major events calendar.	<ul style="list-style-type: none"> • To reach many of the objectives, multiple bids will need to be initiated. • With multiple active bids, the potential for the winning of a greater number of bids than budgeted exists. If this occurs, the commitments can be balanced in the proceeding year(s) with fewer bids.
Tourism industry and local audience base not supporting events.	<ul style="list-style-type: none"> • Involve representatives of the tourism industry in the preliminary selection and development of major events. • Ensure that events are supported financially and marketed at a suitable level.
Inability to source or develop suitable events to fill shoulder and off-season gaps.	<ul style="list-style-type: none"> • Provide rigorous assessment of current and insufficient events. Avoid investing in events that are not of a suitable quality or potential, even with calendar gaps. • Conduct an in-house assessment of current low scale events that could be developed to major event scale.
Events funded do not adequately reflect the diverse cultures and interests within HRM.	<ul style="list-style-type: none"> • Close consideration should be given to the mix of events on a three to five year scale. • Implement a quantifiable decision making process wherever possible considering recent activities, current market and recognized interest. • When considering new events and events to develop, consider if they may fill a diversity element.
HRM internal response to events is inconsistent or fragmented.	<ul style="list-style-type: none"> • Conduct consistent reporting on decision-making processes and evaluation schemes. • Ensure that all relevant departments within HRM understand the short and long term benefits of hosting events.
Current processes and decision-making times are insufficient to respond effectively to short-term event opportunities.	<ul style="list-style-type: none"> • Ensure that decision-making ability is clearly delegated to suitable positions to facilitate timely decisions. • Seek regular feedback from the events sector on HRM’s performance in reacting to short-term events. • Retain a set percentage of funding to allocate to short-term events that may not be able to receive provincial or federal funding.
HRM’s processes and decision-making process are not transparent to the sector.	<ul style="list-style-type: none"> • Clearly communicate the process and events framework to the event sector. • Actively provide customer service and support wherever appropriate.
Inability to stop other cities and municipalities from poaching successful and developing major events.	<ul style="list-style-type: none"> • Develop and nurture a strong two-way relationship with event organizers at the beginning of the partnership. • Readily work to reduce any “hoops” that event organizers may have to complete and ensuring all municipal resources and needs are clear and accessible.