

ATTACHMENT #1

Consultation & Fact Finding Summary

Stage Two – December 2012

Following the initial staff report titled "Strategy for Special Events Related Services and Permitting Processes" which was presented to City Council on October 3, 2012, there was an additional motion put forth to have further consultation with event organizers and City Council about the recommendations and definitions proposed.

An invitation was sent the following to attend a consultation on Thursday, December 6th regarding Special Event Related Services and Permitting Processes or to provide written comments:

- 45 City and ABC staff involved in Special Events Related Services and Permitting Processes
- 44 City Councillors and the Mayor's Office
- 176 festival and event organizers, event organizations, and special events related services and venues

The consultation was held and attended by:

- 15 event organizations: Anomaly Events; Beaches Jazz Festival; Canada Running Series; Crossroads of the Danforth BIA; Downtown Yonge BIA; Lightning Group; North by Northeast; Riverside BIA; Rotary Etobicoke - Toronto Ribfest; Scotiabank Toronto Caribbean Carnival – Festival Management Group; St. Lawrence Market Neighbourhood BIA; TABIA; TIFF; Toronto Downtown Jazz Festival
- 1 Councillor and 4 city divisions/ABC's attended
- 1 written response was received: Dusk Dances

Key Themes:

Definitions Recommended:

- Category names need to be re-worked
- Definition terminology needs to be clarified and quantifiable
- Four categories are too broad – perhaps need more categories:
- Need more information on the purpose of the definitions
- Less focus on tourism and more on local community benefits

Permitting Process Recommendations:

- Recommendations are generally welcomed
- Education & Communications should continue and be expanded to include samples of applications, flowcharts/checklists, information sessions:
- Larger events need "year round" attention and advanced approvals:
- Concerns with "Blackout Period" (e.g. during Pan Am Games) and how it is administered – criteria, guidelines, notification, decision-making
- Deadlines/Timelines – support the commitment to a 6 week timeframe however the majority of physical permits/final approvals come too late or just before event providing difficulty in organizational aspects of an event
- Permitting process needs to be streamlined with continual communication throughout
- Applaud on-line Event PaL system

Services/Policy Recommendations:

- Parks and City Squares - restrictions on sponsorship impede ability to attract sponsors and therefore sustain/grow the event
- Harmonize rules/by-laws, service standards, and fee waivers across City
- Require clear explanation and expectation of Police Pay Duty Officers and EMS
- Expand preferential rates given to BIAS for liability insurance to all special event producers
- Lift restrictions on suppliers (e.g. YDS)
- Address TTC costs to all special events not just BIAs
- Some By-Laws can be a barrier to special events
- Better clarification on signage – what's allowed and what isn't

Other Ideas and Comments:

- Can City provide maps of public spaces to scale so that when "floor plans" are required they can be easily done
- Transparency/Communications/Appeals process when request is denied
- Partnership, Investment, In-Kind and Financial Support opportunities from the City
- Multi-year permit agreements/dates
- Interdepartmental cooperation within the City
- Early awareness of construction/capital projects impacting special events

Stage One - 2011

During 2011, consultation was conducted both internally with City and ABC staff and through a focus group of event organizers, BIA's and arts organizations. The intent was to collect a comprehensive scan of special events related services and permits, and

comments and barriers for improving these services and permits. Thus transforming the way the City delivers special events related services and permits from a costly decentralized, division-centric process to a cost effective, coordinated customer-centric practice.

Analysis was conducted through consultation with 70 stakeholders through face-to-face and telephone interviews, group meetings and focus sessions.

1) Internal – City and ABC Staff

- 35 staff involved in the daily Special Events Related Services and Permitting Process (SERSP).
- 12 staff involved in SERSP related activities.
- 13 members of Senior Management who's Divisions/Programs are directly responsible for SERSP.
- 22 City Division and ABCs workflows and documents were analyzed

2) External – BIA's, event organizers and arts organizations

- 16 Member of the SE community attended a Focus Group in May 2011 representing Toronto Outdoor Art Exhibit, NXNE, Parkdale-Liberty BIA, Luminato, Toronto Arts Council, TIFF, Toronto Police Services, TABIA, Toronto Caribbean Carnival

Key Themes Emerging from this focus group included:

- Permitting Process is too complex
- Permitting Process has excessive paperwork and process steps
- Inefficient Internal and External Communication Process
- Division Centric Approach
- Lack of Transparency in Fees
- Sponsorship Restrictions

Key Recommendations included:

- Create one universal form that captures all of the necessary information.
- Implement a standard event debriefing process and documentation between City Staff and Event organizers and conduct it within a reasonable time after the event is completed.
- Develop a one stop online shop (i.e. e-permitting) for special events related permits and approvals.
- Adopt a customer-centric approach to the permit and approval process.
- Create a central point of contact (staff member) who will act like a facilitator or project file manager who will shepherd applications through the various City divisions.
- Create a document management feature/functionality within the e-permitting system that will capture and store historical applications for events.

- Standardize processes where possible and create customized road maps, either online or through an application officer for what events need to obtain or apply for.
- Provide transparency (detailed breakdown) of costs applied to events.
- Base fee structure on event status and elements.
- Create opportunities to support events (e.g. grants, fund, fee waivers, etc.)
- Conduct communications on cost structures and provide explanations on why costs are/may increase.

3) External – comparison cities

- 4 North American Cities - Chicago, Los Angeles, New York, and Philadelphia with similar population and event landscapes were explored.

Special Events Permitting and Service-Related Processes Comparison Table

CANADIAN CITIES

City	Toronto	Edmonton	Vancouver	Montreal	Ottawa	Calgary
Population	2.79 million	817,498	603, 502	1.6 million	883, 391	1.09 million
Virtual Counter/ E-Permitting	No – Permits are completed manually and submitted to the City either by email, in person or by fax.	Yes – Special Events Application Form is submitted online.	Yes – Special Events Permit are completed and submitted on line (Parks Board application can be filled in online (PDF) but must be emailed/faxed.)	Partial – Application for Special Event (in French) can be completed online but submitted by email.	Partial – Application for Special Events can be completed online but submitted by email. Other permissions applied for separately.	Yes. Event Opportunity Form completed on line, and a also a Special Event and Greenspace Application
Single Application Package	No - Multiple applications are used.	Yes (see above)	No, Parks permits are separate application.	Yes	Yes. Application above scanned and triaged to relevant departments.	No

City	Toronto	Edmonton	Vancouver	Montreal	Ottawa	Calgary
Formal Fee or Cost Waiver Policy/ Process	No.	No. Sponsorships and Grant programs are available.	Yes, an offset of up to \$1,000 is available to organizers of not-for-profit community based. Grant programs are also available to off-set costs of city-fees.	N/A	No policy but yes formal tracking of in-kind and invoiced costs associated with special events. Events the city is partner (bid on) have assigned budget with a cap.	The Festival and Event Subsidy Program provides approved events with subsidized City fees such as service costs, permit fees and license fees, as per the direction from Council.
Standard Time Triggers	No. Times vary: 90 days (Parks) 45 to 365 days (Streets)	Yes – 12 weeks in advance of event date.	No, 2 to 3 months depending on complexity of event.	30 days for review of Special Event application	Yes, 30 to 90 days depending on definitions/comple xity of event	6 – 8 weeks
Formal Post Event Assessment	No. There is an informal process which is completed for major or mega events that had issues during the execution of the event.	Yes. De-brief for major events with all city departments. Post site checks for smaller events.	No. There is an informal process which is completed for major or mega events that had issues during the execution of the event	N/A	Yes. De-brief with minutes on major and events with concerns with S.E.A.T. and event organizers.	N/A
Insurance Requirement	Yes. A minimum of \$2M of liability insurance (Parks and Streets)	Yes. A minimum of \$5M liability insurance.	Yes. A minimum of \$2 M of liability insurance.	Yes. A minimum of \$5M of liability insurance.	Yes. A minimum of \$2M of liability insurance (up to \$5M for fireworks)	Yes
Late Application Fee	No.	No. Will accept late applications if low impact and minimal services required.	N/A	N/A	No	An administrative fee of \$10.00 plus GST will be charged to the renter for any cancellations or amendments made after the permit has been issued

City	Toronto	Edmonton	Vancouver	Montreal	Ottawa	Calgary
Pre Event Service Impact Assessment	No.	Yes. All applications reviewed by Civic Events Office and assigned a liaison officer to advise/help with permits.	Yes. All new and/or significant events are reviewed by Special Events Office, FEST and City Council	N/A	Yes. All events are reviewed by Events Central Office and SEAT (Special Events Advisory Team) through initial application	Yes, new events must complete and Event Opportunity Form
Alternative Work Schedule	No.	Yes. Special event liaisons on salary work a flexible work week where possible.	N/A	N/A	No. Though have ability for a flexible work schedule.	N/A
Moratorium on Special Events	No.	Yes. Surrounding area are blocked when major event in town. Certain parks have limits on number of events/year.	All new and/or significant events require City Council approval and will take 3 months or more to review.	N/A	No.	N/A
Permit Fees Waived	Yes. Permit fees have been waived by Senior Management or through a request to City Council. Council.	No. Have grant programs: Corporate Sponsorships and Community Investment Program – Festival Operation and Seed Grants	No, though fee offset grants are available.	No. Grants for Major Sport Events and Cultural Events and Festivals available.	Yes, considered an in-kind service.	No. Festival and Event Subsidy Program,

City	Toronto	Edmonton	Vancouver	Montreal	Ottawa	Calgary
Staff Costs Absorbed	Yes. Permit fees have been waived by Senior Management or through a request to City Council. Council.	No. Costs are allocated on a cost recovery basis only	An offset of up to \$1,000 is available to organizers of not-for-profit community based events to help cover the cost of Engineering and Police services for events. Block Parties in residential have free use of City-owned barricades and liability insurance coverage	N/A	No. All municipal costs are borne by the organizer.	No. Festival and Event Subsidy Program

UNITED STATES CITIES

City	Toronto	Chicago	New York	Philadelphia	Los Angeles
Population	2.79 million	2.07 million	8.24 million	1.54 million	3.82 million
Virtual Counter/ E-Permitting	No – Permits are completed manually and submitted to the City either by email, in person or by fax.	No – Permits are completed manually and submitted to the City either by email, in person or by fax.	Yes – E-Apply	No – Permits are completed manually and submitted to the City either by email, in person or by fax.	Yes - Special Events Permits E-Permitting Application
Single Application Package	No - Multiple applications are used.	Yes – Special Events Application Package	Yes – E-Apply	No - Multiple applications are used.	Yes - Special Events Permits E-Permitting Application
Formal Fee or Cost Waiver Policy/ Process	No.	Yes. Request for permit fee subsidy is detailed in the Special Events Ordinance.	Yes. Internal policy	No.	Yes. A Special Event Subsidy Policy is detailed in Ordinance 180881, Article 4.

City	Toronto	Chicago	New York	Philadelphia	Los Angeles
Standard Time Triggers	No. Times vary: 90 days (Parks) 45 to 365 days (Streets)	Yes. 45 calendar days before the event (Parks and Streets)	No. Times vary: 30 days (Parks) 60 days (Streets)	Yes – 90 days before the event (Parks and Streets)	No. Times vary: 60 days (Parks) 45 days (Streets)
Formal Post Event Assessment	No. There is an informal process which is completed for major or mega events that had issues during the execution of the event.	No. There is an informal process which is completed for major events that had issues during the execution of the event.	No. There is an informal process which is completed for major or mega events that had issues during the execution of the event.	Yes. A formal process where each affected department is required to submit a post-event cost analysis, and the Police & Fire Departments are required to submit an event debriefing upon the conclusion of large scale events.	No. There is an informal process which is completed for major events. Each affected department will have a debriefing meeting bringing up concerns or suggestions for the next event.
Insurance Requirement	Yes. A minimum of \$2M of liability insurance (Parks and Streets)	Yes. A minimum of \$1M of liability insurance (Parks and Streets)	Yes. A minimum of \$1M of liability insurance (Streets) For Parks , amount varies depending on event elements.	Yes. A minimum of \$1M of liability insurance. (Parks and Streets)	Yes. A minimum of \$1M of liability insurance (Streets and Parks)
Late Application Fee	No.	Yes. \$35 to \$70 (Parks) In 2012, the City will be introducing a late application fee for other departments.	Yes. Each Division has its own fee: Additional overtime charges are applied to late applications. Amount is determined upon review of the late application (Parks) Streets do not have a late application fee. The application is rejected if it is late.	Yes. Each Division has its own fee: \$30 (Parks) \$45 (Streets)	Yes. \$50 plus 1.5% of the amount due if postmarked after due date (Parks) \$312 late fee + \$100 non-refundable processing fee for any changes made to an application once submitted (Streets)

City	Toronto	Chicago	New York	Philadelphia	Los Angeles
Pre Event Service Impact Assessment	No.	Yes. For new and existing large-scale events that are expected to have a major impact on the City or event area, a planning meeting is be required.	Yes. Once an event is approved, each affected City Department is required to submit an assessment analysis to the Mayor's Office for Special Events for review.	Yes. Once an event is approved, each affected City Department is required to submit a pre-event cost estimate analysis for review by the Special Events Office.	Yes. When applicants are planning large-scale events that are expected to have a major impact on the surrounding area or events that will close several blocks, a planning meeting may be required.
Alternative Work Schedule	No.	Yes. The operating departments make every effort to plan work schedules during the event season accordingly to reduce overtime.	Yes. The operating departments make every effort to plan work schedules during the event season accordingly to eliminate overtime.	Yes. The operating departments make every effort to plan work schedules during the event season accordingly to reduce overtime.	Yes. Depending on the department some will change schedules or assign on duty staff.
Moratorium on Special Events	No.	No.	Yes. Currently there is a moratorium on all new multi-day/multi-block events. Additionally, events that took place in the previous calendar year are only eligible to take place as they did previously, i.e., same location and same number of blocks.	No.	No.
Permit Fees Waived	Yes. Permit fees have been waived by Senior Management or through a request to City Council.	Yes. Permit fees are waived for city-sponsored events. As well, non-City sponsored events can request a waiver through the responsible Alderman.	Yes. Permit fees are waived for events sponsored by a city, state or federal agency.	Yes. Permit fees are waived only for city-sponsored events.	No.

City	Toronto	Chicago	New York	Philadelphia	Los Angeles
Staff Costs Absorbed	Yes. Permit fees have been waived by Senior Management or through a request to City Council. Council.	Yes. Only for City sponsored events. Commercial and non-profit events are charged 100%.	Yes. Some City costs are absorbed for city entity, non-profit, or charity event.	Yes. The City absorbs staff costs for City sponsored events only.	Yes. City absorbs up to 50% of the total eligible staffing cost for non-commercial special events, 100% of staff costs for block parties and certified farmers' markets sponsored by a non-profit organization or a local government entity (state, county or district)