



City of Greater Sudbury

**GRACE HARTMAN
AMPHITHEATRE
BUSINESS PLAN STUDY**

March 10 2010



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Background

In the summer of 2009, the City of Greater Sudbury approved capital funding in the order of \$5 million and engaged a design team led by Castellan James + Partners Architects for the re-development of the Grace Hartman Amphitheatre in Bell Park.

This project will rejuvenate one of Sudbury's cultural icons and, through a design and construction period lasting more than a year, will also provide the City with an opportunity to bring the Amphitheatre's operation up to date with current community needs and aspirations, and with industry standards.

To this end, the City commissioned a two-part Business Plan study which will establish the operating framework for the future.

Business Plan Rationale

In the 40 years since its inception, the usage of the Grace Hartman Amphitheatre has declined to the point where it is only used for a fraction of the available time. From a business plan perspective, the decline in usage can be attributed to many functional inadequacies including poor seating conditions, lack of front-of-house facilities, difficult loading conditions, lack of backstage facilities, lack of equipment, size of stage and the generally derelict appearance of the facility.

Coordination with Design

Under the terms of the funding, the project will be completed in the spring of 2011. The schedule for the re-development project was such that key design decisions needed to be made in the fall of 2009 so that construction could begin in 2010. One of these key design decisions was to confirm the seating capacity of the Amphitheatre.

The seating capacity of the Amphitheatre is driven by three factors:

- The capital budget
- The characteristics of the site
- The market

In order to meet the schedule and to coordinate with the design team, the Business Plan was developed with two reporting stages:

- An interim report focused on the market
- A final report on operations and financing

Findings of the Part 1 Interim Market Report

The work in the Interim Market Report was carried out between August 20th and September 16th 2009.

The report addresses fundamental questions including:

- What is the most appropriate role for the re-developed Amphitheatre?
- What is the nature and pattern of anticipated uses?
- What is the nature and capacity of the ticket buyer market both locally and in terms of visitors?

The Market for the Grace Hartman Amphitheatre

The Grace Hartman Amphitheatre has a Primary Market made up users and presenters who will organize and deliver public events within the facility, and a Secondary Market consisting of audiences for these events.

This part of the study examined the scope and capacity of the User and Presenter market in the Sudbury area, identifying over 80 potential users both existing and latent. These users have the potential to generate up to 65% usage of the amphitheatre during the summer and shoulder seasons, or approximately 90 event-days.

The size of the Secondary Market including residents and visitors to Sudbury was also estimated in the report to be in the range of at least 100,000 for the operating season. The findings confirmed that the consumer market currently has the capacity to service an Amphitheatre of the proposed size (maximum of 1,750 seats) and with quite a healthy level of programming.

The Mandate for the Grace Hartman Amphitheatre

The following mandate statement was proposed for the Amphitheatre based on the City's relevant policy context and on discussions with members of staff and Council:

- *To provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses*

Community Focus and Program Mix

During the market analysis which was undertaken in Part 1 of the Business Plan,

there was consensus that the new Grace Hartman Amphitheatre should continue to serve the community first.

This collective decision thus became a major underlying principle of the Business Plan: while the Amphitheatre would welcome commercial and touring attractions, its *raison d'être* is to be the summer home for a wide range of community attractions and events.

This *raison d'être* will be achieved through the application of fundamental principles such as:

- Actively encouraging a diversity of uses
- Maintaining easy accessibility
- Ensuring high utilization

Discussions with Users During Pre-design Consultations

Discussions held with users as part of the Amphitheatre design stage consultations covered the desired management and approach to the rate card for the redeveloped facility.

There was consensus that a designated point person to assist with logistics and park set up was essential and that the permanent infrastructure that the redevelopment will include will go a long way in reducing costs that organizations have to incur in putting on their events.

Users expressed a desire to have the cost of advertising of their event on the on-site marquee included within the rental fee.

The need to keep rates accessible to community organizations is important to them and is required in order to fulfill the mandate. Suggestions included:

- Possibility of phasing in rate increases gradually (rather than having costs rise dramatically from one year to another).
- Having a policy to allow for in kind usage of the Grace Hartman Amphitheatre for events that meet certain criteria
- Having a different fee for local vs. non-local event organizers
- Keeping the base rate low and charging fees for optional services such as box office, ushers, set-up and take down, sound and lighting technical services, etc.
- Charging a % of gross ticket sales that would be put toward a capital improvement fund

Recommendations Regarding Seat Count

The recommendation regarding seating for the Grace Hartman Amphitheatre was that it be designed as follows:

- A maximum fixed seat capacity of 1,750
- Within this maximum, provision for seating formats for small events, for mid-size events subject to design criteria. Ratio and disposition to be decided upon as the design process moves forward.
- Above this maximum, provision for informal seating on a natural surface (capacity depending on site conditions)

In arriving at this recommendation, the Market report considered the capacity question in relation to the following topics:

- Coordinate With Design Schedule
- Suggested Capacity in Relation to Primary (User) Market
- Suggested Capacity in Relation to Secondary (Consumer) Market
- Suggested Capacity Related to Anecdotal Information
- Suggested Capacity in Relation to Sudbury Arena
- Seating Capacity in Relation to Site and Budget Constraints
- Suggested Capacity in Relation to Impact on Bell Park
- Market Analysis and Seat Count
- Accepted Planning Practice
- Defining “Need”
- Intensification of Use Trumps Size
- Fit to Overall (Consumer) Market
- Fit to User (Presenter) Market
- Good Design Trumps Size
- Seat Count and Site Impact
- Hard Seating vs Lawn Seating
- Weather Cover and Roof
- Recommendations Regarding Seating Formats

Findings of the Operations Report

The Operations Report makes the case for governing Bell Park as a single entity, discusses administrative development and departmental coordination, as well as market development required for the 2010 fiscal year.

An operating budget for 2011 is presented.

The Case for Governing Bell Park

Operating Bell Park as a single entity would ensure:

- Inclusion of all the City's relevant policy goals
- All activities relate to a single mandate and governing structure
- Park is a single entity for marketing and public interface
- Mandate fulfilled with appropriate program mix
- Full coordination of all activities on site
- Full retention of public safety and quality control by the City

Administrative Development – 2010 Fiscal Year

This report brings forward a proposed Policy Framework for the integrated operation of Bell Park and the Grace Hartman Amphitheatre. Because the proposed Policy Framework is substantial and comprehensive, it will require both time and effort on the part of City staff to complete.

Based on a number of conversations with representatives of other municipalities, this report recommends a unified and coordinated approach to running the Park.

The Consultants believe that this recommendation does not, however, require any structural changes in the assignment of responsibilities. Rather, it advises the City simply to establish within its existing structures a set of coordinating channels through which the Park will be actively managed in a holistic manner.

Market Development – 2010 Fiscal Year

In this period which represents about 15 months, there is an opportunity to establish a new relationship with the community regarding the Park. This report recommends that this relationship include:

- An information program which will help manage user expectations while the site is under construction
- Creation of a new graphic identity program for the Park and the Amphitheatre
- A pro-active program to encourage usage of the Amphitheatre
- Development of the gala opening celebration and the inaugural season

Recommendations

This part of the Business Plan study for the re-developed Grace Hartman Amphitheatre makes the following recommendations:

- The fundamental principles for operation should include diversity of use, ease

of access and high utilization

- The Amphitheatre should be seen as integral to the overall Park
- The Park and all its components should be managed as a single entity, although oversight for programming and maintenance will remain with Recreation and Parks, respectively
- The mandate for the Park should fulfill the goals of the Bell Park Master Plan
- The Amphitheatre should have a sub-mandate as described in Part 1 of this report
- Council should be advised by a Bell Park Advisory Panel
- A new comprehensive policy for the operation of the Park should be adopted including a new Permit form and process
- The Park should be operated within the existing administrative framework of Leisure Services organized around Recreation (Programs) and Park (Maintenance)
- A Special Events Coordinator should be the point person for the Park and the person responsible for Permit administration
- The Coordinator's position should be funded through re-allocation of existing FTEs
- A communications plan will be required for the pre-opening period
- Marketing to users should be pro-active in the pre-opening period
- The City should organize and sponsor an opening Gala event
- A new rate card is required including a sliding scale and area-specific Permits

PART 1
MARKET FOR THE AMPHITHEATRE

SUMMARY

Background

In the summer of 2009, the City of Greater Sudbury approved capital funding in the order of \$4.5 million and engaged a design team led by Castellan James + Partners Architects for the re-development of the Grace Hartman Amphitheatre in Bell Park.

At the same time, the City also engaged Novita Interpares Limited to prepare a Business Plan for the re-developed Grace Hartman Amphitheatre and instructed Novita to work closely with the architectural design team.

Business Plan Rationale

In the 40 years since its inception, the usage of the Grace Hartman Amphitheatre has declined to the point where it is only used for a fraction of the available time. From a business plan perspective, the decline in usage can be attributed to many functional inadequacies including poor seating conditions, lack of front-of-house facilities, difficult loading conditions, lack of backstage facilities, lack of equipment, size of stage and the generally derelict appearance of the facility.

Coordination with Design

Under the terms of the funding, the project will be completed in the spring of 2011. The schedule for the re-development project is such that key design decisions need to be made in the fall of 2009 so that construction can begin in 2010. One of these key design decisions is to confirm the seating capacity of the Amphitheatre.

The seating capacity of the Amphitheatre will be driven by three factors:

- The capital budget
- The characteristics of the site
- The market

In order to meet the schedule and to coordinate with the design team, the Business Plan has been developed with two reporting stages:

- An interim report focused on the market (this document)
- A final report on operations and financing (due late Fall)

Interim (Market) Report

This report is the first of two which together will comprise a Business Plan for the Re-developed Grace Hartman Amphitheatre in Sudbury's Bell Park.

The work in this interim report was carried out between August 20th and September 16th 2009.

This report addresses fundamental questions including:

- What is the most appropriate role for the re-developed Amphitheatre?
- What is the nature and pattern of anticipated uses?
- What is the nature and capacity of the ticket buyer market both locally and in terms of visitors?

FINDINGS AND CONCLUSIONS

Recommended Mandate

The re-development of the Grace Hartman Amphitheatre helps fulfill a number of the City's strategic goals related to quality of life, tourism and economic development, and arts and culture.

The mandate statement for the Grace Hartman Amphitheatre is:

- To provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses

Recommended Seating Capacity

Coordinate With Design Schedule

In order to support the design schedule which requires key decisions to be made in early Fall 2009, the first goal of the Business Plan has been to provide a confirmation of the appropriate seating capacity for the Amphitheatre.

Suggested Capacity in Relation to Primary (User) Market

To this end, this report established the base line capacity of the existing facility (effectively, 1,750 seats) and asked the following questions related to existing users:

- How many uses require more than 1,750; how many; and how often?
- How many uses require 1,750 and how often?
- How many uses require less than 1,750, how many; how often?

Of the known existing and potential community events that could take place in the Amphitheatre, the largest portion (60%) require fewer than 1,750 seats with most of these in the range of 1,000 to 500 seats. Current events in the 1,000 and 2,500 range were each expected to account for approximately 20% of event-days.

Only one event, the Sudbury Dragon Boat Festival, reported substantially larger crowds (in the range of 8,000) for one of the two days of the event.

Suggested Capacity in Relation to Secondary (Consumer) Market

The seating capacity of the Amphitheatre also needs to relate well to the size of the consumer market. The size and nature of the consumer market is an indicator

of the potential of the Amphitheatre for high frequency of use.

Since the Amphitheatre is primarily a seasonal facility, the size of the consumer market is evident in the resident population base and in the summertime visitation, taking into account average participation rates in outdoor festivals and events. This report estimates the size of the total seasonal consumer market to be at least 100,000.

From May through September, the total available seats on the market will be in the order of 103,000. These numbers suggest that the consumer market currently has the capacity to service an Amphitheatre with a seat count of 1,750.

Suggested Capacity Related to Anecdotal Information

The conversations which occurred as background to this report revealed a trend in the community's perception of the role and size of the Amphitheatre.

There was a general feeling that the Amphitheatre need not be bigger than it is now (and some comments referencing the desire for it not to be smaller than the current capacity).

The overwhelming majority of comments centered around Bell Park's special place in the community and reflected a feeling that it should be more for the community than for big concert acts.

Suggested Capacity in Relation to Sudbury Arena

Several commentators noted that the Grace Hartman Amphitheatre should have a different mandate from the Sudbury Arena. Respondents felt the Amphitheatre should operate with the key principle of being accessible to the community in all aspects of its management and design and that the Arena should continue to be the venue of choice for events in the 4,000 to 5,000 range.

That said, a lower seat count in the Amphitheatre should not prevent promoters from presenting smaller acts in the Amphitheatre, and in this sense, a smaller seat count at the Amphitheatre could act to fill out the range of venue offerings available in the city and in so doing stimulate new interests.

Seating Capacity in Relation to Site and Budget Constraints

The site will be one of the key design forces for the Amphitheatre. The scale and size of the proposed amphitheatre building and seating area need to be in balance with the park and 'work with' the existing topography and natural disposition of the site.

A dominant theme in a number of discussions with staff, Council and stakeholders was the idea the Amphitheatre should not overwhelm or dominate the site as a presence in Bell Park. The seating count will therefore be in large part a function of 'best fit to site'.

The budget will also act as a design determinant for the Amphitheatre. The development of the amphitheatre (building and seating area) and surrounding park area will need to be viewed as interdependent, with the adjacent park area and Amphitheatre developed to the same extent and degree in order to ensure proper functioning of the Amphitheatre and an integrated Bell Park development.

Suggested Capacity in Relation to Impact on Bell Park

For many years, the Amphitheatre has seen relatively little use due to its age and condition. The major events which have taken place in and around the Amphitheatre have been occasional rather than regular.

There is every reason to believe that this pattern of use will change dramatically with a re-developed facility. More regular usage of the Amphitheatre means many more people in the Park and probably usage on every weekend and many weekdays.

Audiences for the Amphitheatre will typically have most impact on the Park in the hour before an event and in the half-hour following the event. This impact will be felt most on the pedestrian routes within the Park to and from the Amphitheatre and on the parking lots and transit drop-offs. Washrooms and concessions will also be affected.

The interests of the Park and the other users of the Park are best served by a seating capacity that is smaller rather than larger.

Market Analysis and Seat Count

This section addresses the question of how the recommended seat count for the re-developed Grace Hartman Amphitheatre has been calculated and the role which the user market plays in this calculation.

Accepted Planning Practice

Accepted practice in live performance facility planning takes many factors into account as noted below.

Current users are one of these factors. Accepted practice also recognizes that live performance facilities are built for a lifespan of fifty or more years and that users and usage will change over that timeframe.

Defining “Need”

Accepted practice also defines “need” as directly related to intensity of utilization. In other words, are there sufficient numbers and types of uses to justify the investment in the project?

This study finds that the potential usage of the Amphitheatre could be as high as 65% of available time (approximately 90 days) as noted above. This is an indication of strong demand.

Intensification of Use Trumps Size

As a facility owner, the City’s best interests are served when facility utilization (demand) is high. The market survey therefore looked to the average of the greatest number of collective uses rather than to the biggest single uses as a determinant of appropriate capacity.

In this case, the market survey overwhelmingly indicated the majority of uses in the 500 to 1,000 seat range. This information suggests that the design of the Amphitheatre provide a good experience for smaller audiences.

Fit to Overall (Consumer) Market

Intensification of use (demand) can only be high if there is critical mass in the consumer market. The seating capacity must therefore be matched with the market’s ability to deliver audiences on a regular and consistent basis. Otherwise, there is no “need” for the facility and its operation will not be sustainable.

This market survey indicated that there was a best fit for a facility seating up to about 1,750 seats – the current effective capacity – within the resident and visitor markets in Sudbury.

Fit to User (Presenter) Market

There also needs to be critical mass in the user market and these users will include events which draw small audiences of about 500 and medium size audiences of about 1,000.

This survey demonstrated that there was greatest demand for smaller scale and community events. The seat count – and the seating design – therefore needs to be flexible enough to accommodate smaller events (the greater demand by number of anticipated uses in this market) as well as larger events (the lesser demand in this market.)

Seat count is also related to quality of experience (see Good Design below) and ticket pricing. For high demand acts, fewer seats can be balanced by better ticket pricing.

This survey determined that there are only 2 annual presenters and one one-time presenter who are looking for 2,500 seats or more and that their usage would be only 7 times a season (plus 2 times for the one-time event).

The additional use expected from a smaller venue is anticipated to quadruple the number of days of usage of the amphitheatre versus current usage.

Given that the greatest demand is for smaller events, this report takes the position that the revenues from the 750 seat differential can be achieved in the pricing structure and by having multiple performances.

It was also felt that acts which would draw audiences in the range of 4,000 should stay in the Arena so as not to cannibalize that venue's market.

Good Design Trumps Size

Good facility design produces a satisfying audience experience. Audiences develop loyalty to facilities with good front of house, good seating and sightlines, and good production values. Good design also allows presenters to charge appropriately for high demand acts.

Seat Count and Site Impact

Single tier facilities (i.e., no balcony) do not allow for efficiencies in footprint.

Larger seat counts also produce larger crowds and attendant wear and tear on the site as noted above.

Hard Seating vs Lawn Seating

“Lawn seating” becomes a choice only when site conditions allow it.

When site conditions do permit lawn seating, it is a choice which provides for occasional expandability with minimal additional capital cost.

The drawbacks of lawn seating include:

- Poor viewing conditions and second class experience
- Issues of crowd control
- Falling risks (dew covered grass)
- Unfriendly to those with poor mobility and handicapped
- Discounted tickets which lowers average ticket income

While a certain amount of lawn seating may be considered if conditions permit, the goal is to create good seats for all (with accompanying revenue potential.) The opportunities for lawn seating will be further explored in the design process.

Weather Cover and Roof

The stage must have a roof to offer protection from rain (and for several other reasons.) Weather protection over the stage is a safety and liability issue and is mandatory for risk management.

Weather protection over the spectators – in whole or in part – is optional. The generally accepted belief, however, is that a roof on an outdoor venue is good for business. A roof assures ticket buyers that they can purchase tickets in advance knowing that the show will go on. When there is no roof, ticket purchasing is done at the last minute. This pattern generally produces low ticket sales.

Recommendations Regarding Seating Formats

The maximum capacity number is an important piece of information for the design team.

As noted above, the design team will also respond to the need for smaller formats within the maximum to ensure that the Amphitheatre will be able to accommodate differing scales of audiences and attractions and, thereby, address the broadest market.

This report therefore recommends that seating for the Grace Hartman Amphitheatre be designed as follows:

- A maximum fixed seat capacity of 1,750
- Within this maximum, provision for seating formats for small events, for mid-size events subject to design criteria. Ratio and disposition to be decided upon as the design process moves forward.
- Above this maximum, provision for informal seating on a natural surface (capacity depending on site conditions)

ROLE OF THE GRACE HARTMAN AMPHITHEATRE

Role #1: Support Existing Policies and Civic Goals

This new beginning for the Amphitheatre will be developed within the framework of the City of Greater Sudbury's existing policies and goals.

Accordingly, the Business Plan makes reference to the following strategic initiatives:

- Greater Sudbury Healthy Community Strategy (March 2005)
- Coming of Age in the 21st Century—Digging Deeper: An Economic Development Strategic Plan for Greater Sudbury 2020 (June 2009)
- City of Greater Sudbury Arts and Culture Charter, Strategy & Grant Policy (November 2006)
- Tourism Development Goals

In anecdotal interviews, several members of City staff and Council expressed that there is an opportunity to promote and position the Amphitheatre as a concrete step being taken toward achieving the municipality's identified goals.

Greater Sudbury Healthy Community Strategy

In 2005, the City of Greater Sudbury developed a Healthy Community Strategy. The Healthy Communities concept recognizes the role of social, ecological and economic factors on human health.

Guiding principles of the Healthy Community initiative are to:

- Embrace diversity, and respect cultural and linguistic needs of the population
- Build capacity, encourage community participation and foster social inclusion
- Empower the community to take ownership of their health and well-being
- Allocate appropriate resources for project sustainability
- Support and acknowledge existing and ongoing programs
- Inspire individuals and the collective community
- Foster an environment that promotes learning
- Build on the strengths and learn from mistakes
- Recognize and celebrate progress and achievements
- Nurture and appreciate relationships and partnerships that develop
- Find solutions, not treatments
- Remain realistic and maintain a positive outlook of the future

The plan identifies four strategic priorities:

1. Active Living/Healthy Lifestyle
2. Natural Environment
3. Civic Engagement/Social Capital
4. Economic Growth

Relation of Amphitheatre to Fulfillment of Healthy Community Strategy

The twelve guiding principles of the initiative lay out an overall approach to community projects that is certainly applicable to the Amphitheatre redevelopment as well as to the operating and management principles that will need to be created and then followed.

Furthermore, by greatly improving the experience of the amphitheatre in Bell Park in a manner sensitive to the park environment and the needs of visitors and presenters, the City will be making headway in all four of the Healthy Community strategic priorities. Some of the specific strategies mentioned in the document, including “Building community pride and belonging” will be advanced.

Economic Development Strategic Plan

Drawing on lessons learned from other communities as well as on extensive community consultations, the City of Greater Sudbury’s updated Economic Development Strategic Plan (*Coming of Age in the 21st Century—Digging Deeper: An Economic Development Strategic Plan for Greater Sudbury 2020 – June 2009*) included a series of guiding principles. These are:

- To embrace emerging opportunities
- To encourage environmental stewardship
- To foster the creative, curious and adventuresome
- To cultivate a business friendly environment
- To celebrate a great northern lifestyle

Accordingly, the vision for the plan is as follows: “The City of Greater Sudbury is a growing world-class community bringing talent, technology and a great northern lifestyle together.”

Relation of Amphitheatre to Fulfillment of Economic Development Strategy

The *Digging Deeper* plan focuses on five ‘growth engines’ or economic drivers (outcome targets). The Amphitheatre redevelopment has the potential to contribute directly to two of these drivers, namely:

- Engine 3: One of the best places to visit in Ontario; and
- Engine 5: A thriving and sustainable arts & culture community.

The plan also refers to concerns that infrastructure issues may impede progress in the engine areas, and therefore cited infrastructure as a growth igniter. Certainly as a renewed facility contributing to the beautification of Sudbury, the development can renew interest in the site and serve as a catalyst for activity.

Digging Deeper identifies the critical leadership role of the Greater Sudbury Development Corporation. The GSDC works with community stakeholders, with a mission to “foster civic engagement, cultivate entrepreneurship and stimulate the continuous development of a dynamic and healthy city.”

Building on the GSDC’s established role in the community, the developing mandate and operational plan for the Amphitheatre should reflect the maintenance and creation of linkages with the wholly-owned agency of the municipality.

Arts and Culture Charter, Strategy & Grant Policy

By adopting the Arts and Culture Charter, Strategy & Grant Policy, Council has shown its support of the development and maintenance of a healthy arts and culture sector.

The vision for arts and culture states: “The City of Greater Sudbury is committed to fostering an environment which promotes the pursuit of excellence in arts and cultural experiences, public access to those experiences, and the preservation and enhancement of a diverse cultural identity. This will be accomplished specifically by encouraging a common vision, improving communication, increasing partnerships, and the sharing of resources in relation to arts and culture.”

Four goals are identified in the document:

1. A community that is committed and supportive of arts and culture
2. A community that is proud of its character and heritage
3. A community that values economic potential and the contribution of the arts
4. A community that nurtures innovation

The Strategy also includes an action plan which elaborates on the contribution of culture to the social and economic well-being of Sudbury and provides action items for each of the strategies identified to fulfill the goals above.

Relation of Amphitheatre to Fulfillment of Arts and Culture Goals

As a renewed community amenity that will encourage community involvement and

enjoyment, the restored Grace Hartman Amphitheatre has the capacity to support arts and culture by offering an accessible venue for a variety of public events.

Among its potential impacts are: helping to develop the local cultural sector and grow audiences, offering opportunities to new and emerging organizations and artists, contributing to the economic impacts of arts and culture by providing reasons for visitors to lengthen their stays and encouraging residents to participate actively in their communities, and by re-building community pride in a place of special meaning to Sudburians (Bell Park).

Tourism Development Goals

Undertaken between 2004 and 2005, the report entitled *Premier-Ranked Tourism Destination Report* examined Sudbury's areas of strength, weakness and opportunity in making it a premier tourism destination.

Among the recommendations of the PRTD review were to “Develop Lake Ramsay into a Core Attraction,” specifically through:

- The development of a plan to use the lake's natural assets and existing or new facilities to maximize its attraction potential for visitors
- The development of an all-weather amphitheatre and permanent concession stands
- Ensuring that existing or new festivals and events are held close to the lake's prime locations

Mention was made of Sudbury's moniker of “festival capital of Northern Ontario”.

Destination Sudbury 2015, Tourism Sudbury's long-term strategic plan, mentions the ‘robust infrastructure of festivals and events,’ ‘a burgeoning arts and entertainment community,’ and ‘a diverse ethnic and multicultural community’ as well as the strong bilingual community as some of the key visitor attractors.

Objectives of Sudbury Tourism are: to increase visitations, length of stay, visitor spending and repeat visitations. It also seeks to enhance the contribution of the tourism sector to the Greater Sudbury economy.

Relation of Amphitheatre to Tourism Goals

The fact that festivals and events as well as the arts community are already strengths for Sudbury bodes well for the success of the Amphitheatre redevelopment, which, properly marketed, has the potential to assist in the realization of many of Sudbury Tourism's stated goals.

By adding an icon along the Science North-Dynamic Earth corridor, walking distance from the downtown core, and with an improved calendar of summer events, the Amphitheatre can assist in lengthening visitor stays and will provide additional incentives to visit Sudbury.

The recommendations in the tourism reports suggest that an event venue that can contribute to all-weather events in the park, such as winter carnivals, would be desirable, as would the creation of permanent concession stands. The inclusion of public art, or alternatively, the design of an artful amphitheatre structure, would also contribute to the advancement of these goals.

Role #2: Be the Best Amphitheatre for Sudbury

Re-new the Mandate

The Grace Hartman Amphitheatre was constructed as a 1967 Centennial project and was widely used by the community. It is now over 40 years old and usage has declined to almost nothing due to the facility's inadequacies and its deteriorating condition.

The present project will revive and continue the tradition of live performance uses in Bell Park and it will provide the chance for a new beginning in keeping with Sudbury's aspirations for itself in the 21st century.

The most important step in this new beginning is to establish a clear mandate for the Amphitheatre that will be the reference point for the vision and goals for both the facility's design and its operation.

What Should the Amphitheatre Be?

In order to establish a starting point, the Consultants conducted a series of conversations with councilors and senior staff from the City of Greater Sudbury – the project's owner – and with selected other community leaders.

These conversations were focused on a single question:

- “Sudbury has a number of institutions and attractions which define it as the leading city of northeastern Ontario – where does a re-developed Amphitheatre fit in this picture and what should be its mandate?”

Sample Comments by Respondents

During the course of these conversations, there were a number of comments made which reflect both the historical role and the future potential of the Amphitheatre.

These comments include:

“This should be a community venue that serves the purpose it was originally built for, but with all the modern bells and whistles.”

“It needs to be a landmark in the park—a place the community can be proud of that attracts people. It also has to respect and flow with the park—not overwhelm it.”

“I see this as a first step at embracing and capitalizing on our waterfront development.”

“I think there should be inviting seating that will draw people even when there isn’t an event going on, so that the amphitheatre is an organic part of the park.”

“I hope that with the redevelopment, the Amphitheatre will still have the ability to be not only a formal concert venue but an informal performance space, somewhere to have fun and that is accessible.”

“It has to be developed to be used in multiple modes and for multiple audiences, from small kids to seniors.”

“This needs to be a community site while attending to the needs of event organizations and honouring the spirit of Bell Park.”

“We have an automatic tendency to think of existing events when we think of the amphitheatre. It’s important to think of the possibilities, not the status quo.”

“We have to remember where the amphitheatre came from but also change with the times and accept different things. We need to take a forward-looking approach because we only have one shot at this.”

“From an asset perspective and from a business perspective I think it’s an untapped resource.”

Development Principles Arising from Conversations

The review of the policy context and the conversations with City representatives produced a series of development principles which include:

The Amphitheatre will:

- Be a place of gathering and celebration for the Sudbury community
- Be the premier place for outdoor festivals and events in Sudbury
- A part of Sudbury’s brand and destination appeal

- Support Sudbury's diversity and showcase its talent
- Be complementary to and compatible with Bell Park
- Be an architectural icon
- Be pro-active in the development of usage
- Be host to a wide range of users and a balance of programming
- Be accessible and easy to use
- Have its own management and budget

Suggested Mandate for the Grace Hartman Amphitheatre

With these development principles in mind, this report offers the following draft statement of the Amphitheatre's mandate:

- To provide residents and visitors to Sudbury with a well managed, well designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses

ANTICIPATED USES: PRIMARY MARKET

Definition of Primary Market

The Grace Hartman Amphitheatre is a facility owned by the City of Greater Sudbury.

In its fulfillment of the facility's mandate and in furtherance of its managerial responsibility, the City will offer the facility to individuals, associations and corporations who will, in turn, promote, organize and deliver public events.

These individuals, associations and corporations are the facility's primary market and are identified hereinafter as Users and Presenters.

Identification of Users and Presenters

In order to determine the scope and capacity of the User and Presenter market in the Sudbury area, the Consultants identified as many local Users and Presenters as possible through:

- Potential users who had been listed in previous work and inventories
- Non-theatrical and other latent users in the community

For the purposes of this report we have focused on existing and potential users from within the Sudbury community. Users from outside the community are an additional source of events.

Survey of Users and Presenters

The Consultants prepared and distributed by e-mail a brief questionnaire to over 80 potential users resident in Sudbury (see Appendix C) which was designed to provide an overview of the amount and type of usage and presentation that could be anticipated in the first year of operation.

Although the response rate to the survey was relatively low at approximately 12%, combining the responses received with information collected during the design process interviews as well as supplementary web research of Sudbury's calendar of events during the summer months, allows for a strong baseline of existing and future opportunities for the Amphitheatre.

Known and Declared Users

There are currently a number of events which occur in Bell Park which use the Amphitheatre and/or the surrounding area. These events (with number of event days) include:

- The Greater Sudbury Celtic Festival & Highland Games (2)
- N'Swakamok Native Friendship Centre - National Aboriginal Day (1)
- Northern Lights Festival Boréal (3)
- Sudbury Dragon Boat Festival (2)
- Sudbury Summerfest (4)
- GospelFest (3)
- Access AIDS Network -Sudbury Pride Week – Laff City (1)
- Crohn's & Colitis Foundation of Canada – Annual Heel 'n' Wheel-a-thon (1)
- Sudbury SPCA - Paws for a Cause Canine Walk (1)
- Classic Car Club – Classic Car Show (1)
- Hip Hip Hooray walk (Sudbury Regional Orthopedic Nurses) (1)

(See Appendix B for Summer 2009 Event Calendar)

It is anticipated that these events will continue and, presumably, expand because the facility will have been improved.

Based on current levels of program activity, there are approximately 20 days of programming in the Amphitheatre/surrounding area from existing presenters. (Note that several of these users do not use the Amphitheatre itself or make only minimal use of it due to its condition). Given the limits imposed by the current state of the Amphitheatre, we would expect a 25% increase in program days in Year 1 from existing users.

This report estimates a total of approximately 25 days from existing users in Year 1.

Latent and Potential New Users

A new facility typically generates business from unanticipated sources because it is seen as providing fresh opportunities or it becomes the “go to” place.

Additional Events Due to Relocation of Existing Events

Presenters active in Sudbury who have expressed an interest in/indicated they would consider relocating all or a portion of their existing events to the Grace Hartman Amphitheatre:

- Jazz Sudbury (2)
- Canada Day – Science North (1)
- Bell Park Gazebo Concert Series (12)
- La Slogue—St. Jean festivities (8)
- Music and Film in Motion (1)

- Thornloe Shakespeare on the Chapel Lawn (4)
- Jeux de la francophonie canadienne Grand Sudbury 2011 (one time use) (1)

This report estimates an additional 25 days from this group in Year 1.

Additional Events Due to Latent Demand

Based on survey responses and anecdotal interviews with a number of existing organizations in Sudbury, there appears to be a very healthy level of interest in developing new programs for which Bell Park and the redeveloped Amphitheatre will be a natural fit.

Presenters active in Sudbury who have expressed an interest in developing new programs or events suitable for presentation during the summer at the Amphitheatre include:

- La nuit sur l'étang (in co-production with other presenters)
- Sudbury Symphony Orchestra
- Le Salon du livre (3–4 events such as lecture series)

It may take longer for these organizations to develop their proposed initiatives however the potential for additional days over and above these estimates is clear. The development of new uses will also require active promotion by the City in the year leading up to the re-opening.

This report estimates an additional 10 days from this group in Year 1.

Additional latent demand may exist from:

- Relocated events and programs typically held elsewhere
- Programs in the shoulder seasons (May to late September) which would previously have been held indoors
- Programs run by the City of Greater Sudbury's Recreation Department, such as theatre or music camps
- One-time events
- Programs related to established summer events in Sudbury
- Concerts by promoters not currently presenting in Sudbury
- Concerts organized by artists themselves
- Brand new events created by existing local producers (particularly those who do not currently present outdoors)
- Summer theatre
- Lecture series and other public events
- Outdoor movie nights ('Movies in the Park' or 'Movies in the Square' types of

events have been very successful in other municipalities, such as Kingston, ON)

- Other film related events
- Dance school recitals
- Fundraisers
- Marathons and walks
- Programs by others who could not be contacted during this study
- Offerings by others could be approached by the City to develop programming for the Summer at Bell Park (similar to Harbourfront Centre “festivals” model)

This segment has much potential for development, including weekday and daytime use which is a significant area of growth potential for the amphitheatre.

Although the level of additional latent demand is more difficult to quantify at this stage, this report estimates an additional 30 days from this group in Year 1.

Summary of Anticipated Uses

The level of demand for the Amphitheatre could be as high as 65% of available time:

Existing Bell Park event programs	25 days
Existing events with re-located programs	25 days
Latent demand	40 days

TICKET BUYING CONSUMERS: SECONDARY MARKET

Definition of Secondary Market

The Users and Presenters who constitute the Primary Market will offer their events to ticket-buying consumers.

While each User or Presenter will address specific segments of the consumer market to determine viability for their individual events, it is the size and character of the overall consumer market which provides the ultimate determinant of the Amphitheatre's market.

Seating Capacity of the Existing Amphitheatre

The existing capacity is taken as a reference point. Because the existing seating system is comprised of benches rather than chairs, the exact number is difficult to establish. If a chair layout is applied to the existing seating capacity, the number of occupants is about 1,900. In practical terms, given how audience members cluster on bench seating, the effective seating capacity is deemed to be 1,750.

Defining the Season

In addition to the needs of individual users, the calculation of the seat count must consider the relation of the seating capacity to the overall market. That is to say, what is the cumulative number of potential seats that will be on the market through the programming year?

In order to answer this question, the “season” for the Amphitheatre needs to be defined and quantified.

For the purposes of this part of the report, the Amphitheatre's season is defined as May 15th to September 30th, a period of 137 days. Within this period, there is a “high season” running from Canada Day to Labour Day – between 63 and 69 days depending on when Labour Day falls in the calendar and a “shoulder season” of between 68 and 74 days.

Grace Hartman Amphitheatre Available Days

137 Days				
	May 15 to June 30	July 1 to Labour Day	September	
	45	63 – 69	29 – 23	
Week Days*	30	46	17	93
Weekend/ Holiday Days**	15	23	6	42

* Four season use not calculated.

** Based on 2009 calendar (maximum high season.)

Amphitheatre Uses in Post-season and Pre-season

While this report recognizes that the Amphitheatre will likely be used at other times of the year (e.g., New Year’s Eve, winter carnival, etc.), the present focus is on the conventional season for outdoor public events as the main determinant of seating capacity.

Available Seats in the High Season

In order to roughly calculate the annual capacity of the amphitheatre during its high season, this report assumes:

- An average high season duration of 65 days
- An average usage of about 75% or 50 days
- A seat count of 1,750
- A seat occupancy rate of about 65% or about 1,150

This calculation produces a capacity for the high season of about 75,000 available seats.

Available Seats in the Shoulder Season

Since there is relatively little information, this report estimates that the usage in the shoulder season will be about one-third the rate of the high season.

The result is as follows:

High season of about 65 days produces 75,000 or 1,150 per day

Shoulder season of about 70 days will produce 400 (one-third) per day for a total of 28,000

Total Available Seats on the Market

High season	75,000
Shoulder season	<u>28,000</u>
Total	103,000

A full season in which the Amphitheatre – at its present size – was operating every day would generate a total potential of about 100,000 in its season.

As a measure of testing the existing capacity, this report asks the following questions about the secondary (consumer) market:

- How does this capacity relate to the resident market?
- How does this capacity relate to the visitor market?
- What is the estimated cumulative capacity of these two markets?

Relation of Seasonal Capacity to Resident Market

For the sake of this discussion, the resident market for the Amphitheatre has been defined as the CMA of Greater Sudbury. It is assumed that this market consists of day-trippers who do not stay overnight.

Although Sudbury is a recently amalgamated municipality, there is an indication that Bell Park holds a special place in the hearts of all residents, including those in the formerly outlying communities. There is every reason to believe that the park in general, and the Amphitheatre in specific, have the potential to deepen their role as ‘attractions’ for residents and visitors alike.

In 2006, Sudbury’s population was 157,857, and Sudbury’s over 15 population was 131,285.

According to available cultural participation statistics for Ontario, approximately 1 in 5 adults 15 and over attend festivals, or approximately 26,000 Sudburians,

assuming they follow the provincial trend. (Attendance to festivals tends to increase with levels of education and income. Urban residents are more likely than rural residents to participate, and nationwide Francophones have a higher rate of festival attendance than Anglophones)¹.

Note that these statistics do not provide information on the number of festival events attended per resident nor are children included. Anecdotal information suggests that those in Sudbury who attend festivals do so more than once and that families with children are active participants.

For the purposes of this report, we assume that the capacity of the consumer market in the City of Greater Sudbury is at least 50,000. There is also additional capacity in the Sudbury market area which has not been quantified at this time.

Relation of Seasonal Capacity to Visitor Market

The Visitor Market is defined as destination travelers who stay overnight either in Sudbury's accommodations infrastructure or with friends and relatives.

According to the most recently available tourism statistics² (2004):

- 1.37 million visitors to Greater Sudbury
- 805,000 overnight person visits
- Tourism in Sudbury is dominated by the Visiting Friends and Relatives (VFR) category
- VFR represented 50% of overnight market in 2004; 27% overnight pleasure market
- Nearly half of overnight *pleasure* travel to Sudbury occurs from July to September
- 20% of travelers to Northern Ontario report going to free outdoor performances

According to a recent research report for the City of Sudbury³ (2006):

- About 36% of visitors to Northern Ontario participate in local festivals and events during their trip
- Approximately 54,000 visitors to Greater Sudbury attended a festival, fair or exhibition during their trip. 90% of these trips were overnight.
- Two-thirds of festival attendees on overnight trips to Greater Sudbury took the trip in order to see friends and relatives (i.e. the festival was not the primary

1 "Patterns in Cultural Consumption and Participation," Statistics Canada Culture Program, December 2000.

2 2004 Canadian Travel Survey and International Survey (CTS)

3 Tourism Opportunities for the City of Greater Sudbury: A Research Report, February 2006

motivation for the trip)

- Approximately a quarter of festival attendees on overnight trips to Greater Sudbury took the trip for pleasure

Overnight visitation, VFR, and pleasure travel figures are the most relevant for estimating festival and event attendance. Using the recent figures described above, annual participation in festivals and events by overnight visitors to Sudbury can be estimated at somewhere between 161,000–290,000 (20%–36% of 805,000). This is exclusive of the 10% of festival attendees who are daytime visitors.

As nearly half of overnight pleasure travel to Sudbury occurs from July to September, we can estimate that a good portion of visitors (pleasure or VFR) are coming in the summer season. For the purposes of this report we are therefore estimating visitor attendance at summer festivals and events at 50% of total festival attendance, or approximately 80,000–145,000.

Daytime festival attendees could add another 20,000–30,000 guests annually or 10,000–15,000 for the season.

But since not all of these events will be taking place at the Amphitheatre, we need to reduce the expectation to about 50,000–60,000 visitors to the Amphitheatre.

Summary of Overall Capacity of Secondary (Consumer) Market

Total participation can therefore be reasonably estimated to be in the range of at least 100,000 residents and visitors.

These numbers suggest that the consumer market currently has the capacity to service an Amphitheatre with a seat count of 1,750.

PART 2
OPERATIONS PLAN

INTRODUCTION

Background

In the summer of 2009, the City of Greater Sudbury engaged a design team led by Castellan James + Partners Architects to re-develop the Grace Hartman Amphitheatre which has been a major feature of Bell Park for forty years.

This project will rejuvenate one of Sudbury's cultural icons and, through a design and construction period lasting more than a year, will also provide the City with an opportunity to bring the Amphitheatre's operation up to date with current community needs and aspirations, and with industry standards.

To this end, the City commissioned a two-part Business Plan study which will establish the operating framework for the future.

Executive Summary

The first section provides a review of the general findings of Part 1 of the Business Plan study for Grace Hartman Amphitheatre.

The second section provides a case for managing Bell Park including the Amphitheatre as a single entity.

The third section sets out the governance by Council through the City's administration with input from an Advisory Panel in keeping with the recommendations of the Bell Park Master Plan.

The fourth section describes the Administrative Development process including policy development, departmental organization and coordination, staff resources and operational development budget.

The fifth section deals with Market Development including communications during construction, graphic identity, a pro-active marketing program and the gala opening for the inaugural season.

The sixth section provides the framework for the new operating budget beginning with the existing conditions.

The Appendix section contains the Draft Policy for the Park, the Draft User Agreement and various sources.

Conclusions and Recommendations

The Business Plan study for the re-developed Grace Hartman Amphitheatre makes

the following recommendations:

- The fundamental principles for operation should include diversity of use, ease of access and high utilization
- The Amphitheatre should be seen as integral to the overall Park
- The Park and all its components should be managed as a single entity, although oversight for programming and operations will remain with Recreation and Parks, respectively
- The mandate for the Park should fulfill the goals of the Bell Park Master Plan
- The Park should continue to be managed within the City's Parks Section
- The Amphitheatre should have a sub-mandate as described in Part 1 of this report
- Council should be advised by a Bell Park Advisory Panel
- A new comprehensive policy for the operation of the Park should be adopted including a new Permit form and process
- The Park should be operated within the existing administrative framework organized around Recreation (Program) and Parks (Operations)
- A Special Events Coordinator should be the point person for the Park programming and the person responsible for Permit administration
- The Coordinator's position should be funded through re-allocation of existing FTEs
- A communications plan will be required for the pre-opening period
- Marketing to users should be pro-active in the pre-opening period
- The City should organize and sponsor an opening Gala event
- A new rate card is required including a sliding scale and area-specific Permits

PART 1 REPORT

This present report is the second of a two-part Business Plan for the Grace Hartman Amphitheatre. The Part 1 Report which addressed the market for the Amphitheatre was presented to Greater Sudbury Council on October 14 2009.

The Market for the Grace Hartman Amphitheatre

The Grace Hartman Amphitheatre has a Primary Market made up of users and presenters who will organize and deliver public events within the facility, and a Secondary Market consisting of audiences for these events.

Part 1 of this study examined the scope and capacity of the User and Presenter market in the Sudbury area, identifying over 80 potential users both existing and latent. These users have the potential to generate up to 65% usage of the amphitheatre during the summer and shoulder seasons, or approximately 90 event-days.

The size of the Secondary Market including residents and visitors to Sudbury was also estimated in the report to be in the range of at least 100,000 for the operating season. The findings confirmed that the consumer market currently has the capacity to service an Amphitheatre of the proposed size and with quite a healthy level of programming.

The Mandate for the Grace Hartman Amphitheatre

The first report proposed the following mandate statement for the Amphitheatre based on the City's relevant policy context and on discussions with members of staff and Council:

- To provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses

Community Focus and Program Mix

During the market analysis which was undertaken in Part 1 of the Business Plan, there was consensus that the new Grace Hartman Amphitheatre should continue to serve the community first.

This collective decision thus became a major underlying principle of the Business Plan: while the Amphitheatre would welcome commercial and touring attractions, its raison d'être is to be the summer home for a wide range of community attractions

and events.

This raison d'être will be achieved through the application of fundamental principles such as:

- Actively encouraging a diversity of uses
- Maintaining easy accessibility
- Ensuring high utilization

Discussions with Users During Pre-design Consultations

Discussions held with users as part of the Amphitheatre design stage consultations covered the desired management and approach to the rate card for the redeveloped facility.

There was consensus that a designated “point person” to assist with logistics and park set up was essential and that the permanent infrastructure that the redevelopment will include will go a long way in reducing costs that organizations have to incur in putting on their events.

Users expressed a desire to have the cost of advertising of their event on the on-site marquee included within the rental fee.

The need to keep rates accessible to community organizations is important to them and is required in order to fulfill the mandate. Suggestions included:

- Possibility of phasing in rate increases gradually (rather than having costs rise dramatically from one year to another).
- Having a policy to allow for in kind usage of the Grace Hartman Amphitheatre for events that meet certain criteria
- Having a different fee for local vs. non-local event organizers
- Keeping the base rate low and charging fees for optional services such as ticketing, ushers, set-up and take down, sound and lighting technical services, etc.
- Charging a % of gross ticket sales that would be put toward a capital improvement fund

THE CASE FOR MANAGING BELL PARK

Amphitheatre as Part of Bell Park

The primary goal of this report has been to create a Business Plan for the Grace Hartman Amphitheatre in Bell Park. This goal cannot, however, be achieved without taking into account the close relationship which the Amphitheatre has to the rest of the Park.

Lessons from Other Cities

Bell Park will be the site for special events and performances, but will need to function as a passive park space as well. In this sense it is not unlike a public square which sees heavy programming as well as a variety of other uses.

It became evident in the discussions which the Consultants conducted with other municipalities who have similar sites and are heavily involved in special events organization and support that mechanisms for coordination are key in ensuring success.

Some of these “coordination umbrellas” include:

- Establishment of dedicated events offices
- Coordination through interdepartmental committees
- Having a single point of contact
- Having an on-site presence

Internal Discussions

The Consultants met with staff from Parks, Recreation, and Tourism in the course of preparing Part 2 of this report.

Discussions included descriptions of existing conditions and a wide variety of policy and operating issues.

Manage the Park as a Single Entity

These discussions suggested that the purview of the Business Plan should in fact be the entirety of Bell Park. This report therefore makes a case for governing, marketing, administering and operating Bell Park as though it were a facility.

Making the case for Bell Park as a single entity also reflects its revered status in the community, its key location and its role as the City’s premier civic outdoor space.

Operating Bell Park as a single entity would ensure:

- Inclusion of all the City's relevant policy goals
- All activities relate to a single mandate and governing structure
- Park is a single entity for marketing and public interface
- Mandate fulfilled with appropriate program mix
- Full coordination of all activities on site
- Full retention of public safety and quality control by the City

THE CASE FOR GOVERNING BELL PARK

Mandate for the Park

The Bell Park Master Plan which was completed in 2000 made a number of statements and recommendations which are relevant to the present study including:

- Bell Park will continue to be the city's flagship park
- It will maintain a harmonious relation among its many parts
- It will be a place for one and all
- It will have a community focus and be user friendly
- It will also be a tourist draw
- The Amphitheatre will be an essential component of the Park

The Master Plan also recommended the establishment of an Advisory Panel and the creation of a distinctive logo.

The Master Plan noted that there is broad agreement that the mandate for Bell Park is to be Sudbury's premier outdoor public space which is open and accessible to all. In its role as the flagship outdoor site, Bell Park should provide a welcoming venue both for casual and unstructured activities and for organized festivals and events.

Under its mandate, the Master Plan notes that Bell Park will be:

- A natural and structured landscape reflective of the broader Sudbury landscape
- A place for enjoyment and passive recreation
- A place for organized festivals and events
- A place where uses are compatible and complementary

Governing Structure

Bell Park and its components are assets of the City of Greater Sudbury. Bell Park will be operated within the City's protocols for asset management. As a park within the City's park system, responsibility for park maintenance will be with the Parks Section and park programming will be with the Recreation Section, working parallel with each other (Leisure Services Division, Community Development Department).

Sub-Mandate for the Amphitheatre

The Amphitheatre will exist within the governance and policy envelope of Bell Park but with a specific sub-mandate as set out in Part 1 of this report (as noted above.)

The fulfillment of the Amphitheatre’s mandate will occur both under the scrutiny of the Advisory Panel and through the day-to-day functioning of the Special Events Coordinator under direction of the Recreation Coordinator (see illustration below.)

Bell Park Advisory Panel

Public input to the operation of Bell Park will be provided through an advisory panel appointed by Council under the City’s protocols for such committees. (See Appendix G for brief description of advisory panels.)

Suggested Composition of the Bell Park Advisory Panel

Composition of the Advisory Panel might include:

- Councillor (appointed from Council)
- Departmental staff
- Operational staff
- Neighbourhood representative(s)
- User representative(s)
- Citizen representative(s)

Suggested Responsibility of the Bell Park Advisory Panel

The Advisory Panel will operate under terms which are similar to other such committees and may include:

- Monitor fulfillment of the Park’s mandate
- Monitor the Park’s relationship to overall City policy framework
- Be advocates for the Park in the community
- Provide input to the City
- Present a report to Council annually

This group will play an oversight/governance role and will not have any jurisdiction for day-to-day operations.

ADMINISTRATIVE DEVELOPMENT – 2010 FISCAL YEAR

City Policy

The Appendix to this report contains a proposed Policy Framework for the integrated operation of Bell Park and the Grace Hartman Amphitheatre. Because the proposed Policy Framework is substantial and comprehensive, it will require both time and effort on the part of City staff to complete.

The goal of the Policy Framework is to establish the foundation for a new Permit process and related forms by mid-2010 including consultation with selected user representatives and adoption by Council by fall 2010.

The new Permit process would be rolled out on January 1 2011 (In the meantime, prospective users would be allowed to put “holds” on their 2011 dates by mid-2010.)

Departmental Coordination

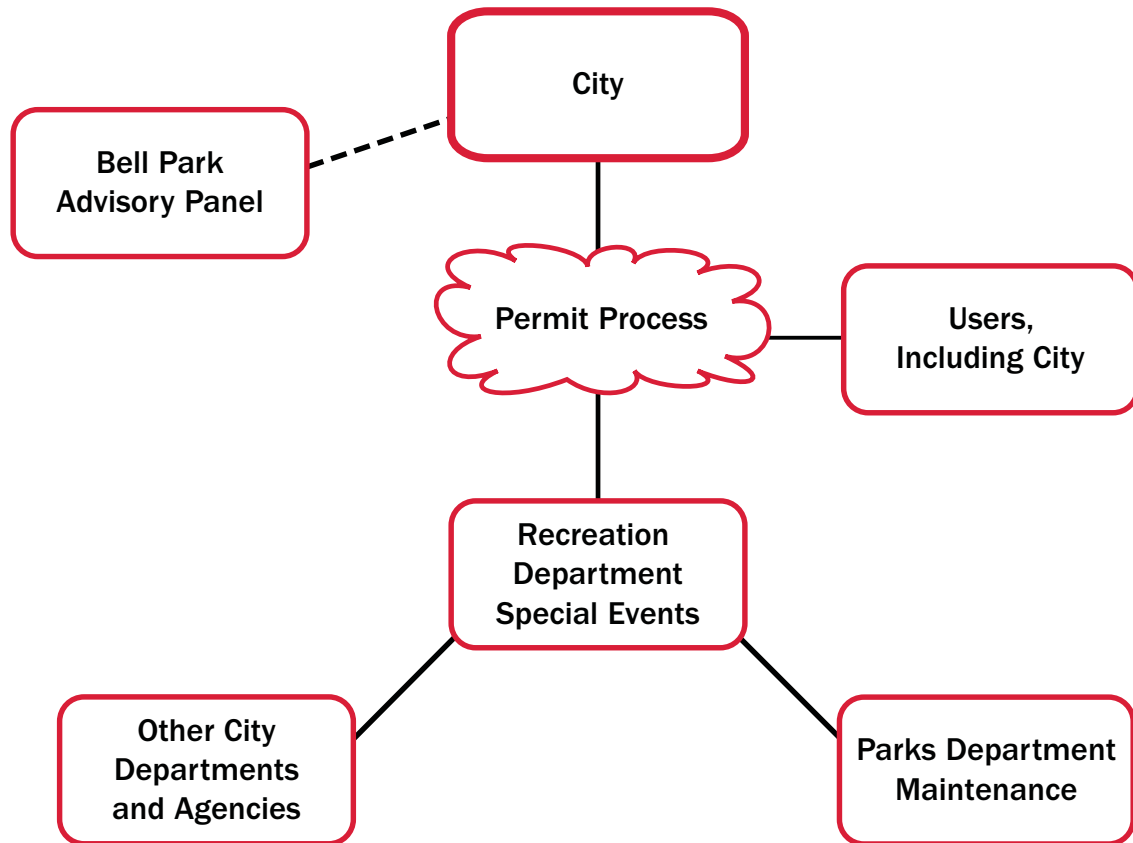
Bell Park is both a physical asset and a platform for activities. As a place for activities, it requires a coordinated operating approach to ensure that the City’s policies are fulfilled and its interests are served.

Based on a number of conversations with representatives of other municipalities, this report recommends a unified and coordinated approach to running the Park.

The Consultants believe that this recommendation does not, however, require any structural changes in the assignment of responsibilities. Rather, it advises the City simply to establish within its existing structures a set of coordinating channels through which the Park will be actively managed in a holistic manner.

The following diagram illustrates the proposed organizational framework.

Proposed Organizational Framework



Staff Resources

This report recommends that the City maintain its existing framework of responsibility as shown in the illustration above. This group of stakeholders would have representation from all City departments and related agencies having jurisdictional interests as determined by the City to meet its organizational needs.

This group would function as a coordinating body with all participants retaining their jurisdictional autonomy.

This group would be chaired by the Recreation Coordinator who would be the “point person” for the Park. The Special Events Coordinator’s duties would include direct responsibility for managing the Permit process.

Currently within the City structure, there are between 2.5 and 3.5 FTEs (estimates vary) who function seasonally and annually as conduits and facilitators for events in the Park and in other City venues and sites. This report suggests that the Special Events Coordinator could be found within this existing FTE allocation.

The adoption of this report's recommendation to hire a Special Events Coordinator would also provide the City with an opportunity to review its requirements for events coordination all across the municipality.

Operational Development Costs Fiscal Year 2010

The capital project through which the Amphitheatre will be re-developed is funded from a budget for this purpose.

While the Amphitheatre will not be operational for the 2010 season, the City will incur a variety of costs in order to prepare for the inaugural season in 2011.

The costs for the 2010 development year will include:

- Staff time for finalization of policy and permitting process
- Communications plan and graphic identity program
- Staff time for pro-active marketing of inaugural season
- City sponsored gala celebration

Responsibility for creating this budget will occur at the Senior Management level.

MARKET DEVELOPMENT – 2010 FISCAL YEAR

Opportunity for Renewed Community Awareness

The York/Paris precinct of the Park will be the focus of the work which will be carried out in connection with the re-development of the Grace Hartman Amphitheatre. This work will be carried out between the end of 2009 and the beginning of 2011.

In this period which represents about 15 months, there is an opportunity to establish a new relationship with the community regarding the Park. This relationship will include:

- An information program which will help manage user expectations while the site is under construction
- Creation of a new graphic identity program for the Park and the Amphitheatre
- A pro-active program to encourage usage of the Amphitheatre
- Development of the gala opening celebration and the inaugural season

Information about the Park and Amphitheatre During Construction

There are two constituencies who will need to be informed in this period: the general public and the users. This report recommends that the City take a separate approach for each constituency.

Information can flow to the general public through the City's Communications Department as a feature of its normal public information program. Information will be provided to Communications by the City staff who are respectively responsible for the capital project and for operational development.

Information to the user constituency needs to be provided as the first wave of the City's pro-active market development process (see below) and it should begin immediately. The source of information should be the pro-tem Special Events Coordinator.

The general messaging at this time should include:

- The Park will be under construction in the summer of 2010
- Use of the Park will be restricted for this one year
- The City will help find alternate locations
- The Park and Amphitheatre will be much improved for the 2011 season
- The City wants to work with you now to plan your 2011 events

Graphic Identity for Bell Park and the Amphitheatre

The Bell Park Master Plan (completed 2000) recommended that the Park should be branded with a distinctive new logo. This report endorses that recommendation and encourages the City to create a full graphic communications program including:

- Identifying graphic for Park
- Identifying sub-graphic for Amphitheatre
- Static identifying signage for Park entrances
- Wayfinding signage within the Park
- Large format programmable signage

The processes and costs for the graphic identity program are not identified in this report.

Pro-active Marketing Program

As noted above, and in Part 1 of this study, the success of the re-developed Amphitheatre will depend to a large degree on the extent to which it is utilized by the whole community for a broad range of events and activities.

As the use of the Amphitheatre declined over the years, its relationship to the market shrank – there simply was no incentive for new users to come forward. The legacy of this decline and loss of appeal can only be overcome if the City develops an active and enthusiastic marketing program which encourages new uses, facilitates new relationships and supports potential new users.

This program will succeed if there is a single individual (armed with supporting materials) who makes personal contact with every potential user in 2010 with a view to getting the 2011 season fully booked with a broad range of activities and events.

This person should be the Special Events Coordinator.

Gala Opening and the First Season

The re-opening of the Amphitheatre will be a newsworthy event which will generate broad interest. This level of interest and media attention represents a one-time opportunity to bring into the Park users and the public who might not otherwise attend.

This window of media attention should be capitalized upon by extending it beyond the traditional ribbon-cutting event into a two-week gala celebration involving the widest possible range of participants.

The City's role in the gala celebration will include:

- Organizational initiative and staff commitment to planning
- Convening of planning group with wide community representation
- Establishment of a special one-time promotional budget
- Presenting the launch event

OPERATING BUDGET

Summary

	2009	2011
Revenue	\$13,000	\$60,000
Expenses	(\$175,000)	(\$233,550)
Net	(\$162,000)	(\$173,550)

Source: Leisure Services estimates and projections

2009 Operating Budget

Rate Card

	Fee	Fee Including GST
Bell Park Amphitheatre Daily Rental	\$165.71 + GST	\$174
Bell Park Gazebo	\$120.95 + GST	\$127
Amphitheatre Sign (Weekend Fee)	\$98.10 + GST	\$103

By comparison the fee for daily rental of the Memorial Park grounds is \$154.29 + GST, or \$162.

Revenues and Expenditures

The existing budget format does not produce an aggregated cost number for the operation of the Park and Amphitheatre.

However, the best available estimate from Leisure Services for the Amphitheatre's current operating budget (2009) is reproduced below.

2009 Costs	
Building Maintenance (including labour)	3,500
Grounds Maintenance (including labour)	25,000
Turf Maintenance (including labour)	30,000
Special Events (including labour)	25,000
Vandalism (including labour)	1,500
Fringe	20,000
Special Events Administration	25,000
<i>The following values do not include labour</i>	
Materials Expenses	15,000
Contracted Services	10,000
Energy Costs	20,000
TOTAL	\$175,000

Revenues

Estimated revenues from user fees were approximately \$13,000.

2011 Operating Budget

Proposed New Rate Card

Fees will be levied on a sliding scale as shown below:

(see also Appendix F for comparable rate cards)

**PROPOSED BELL PARK AMPHITHEATRE
 RATE CARD FOR PERMITTED USES**

	Amphitheatre			Serviced Program Areas			Non-Serviced Program Areas		
	Half Day	Full Day	Weekend Day	Half Day	Full Day	Weekend Day	Half Day	Full Day	Weekend Day
No Charge Events	100	200	300	100	200	300	50	100	150
Local Incorporated Non-Profit	250	500	750	100	200	300	50	100	150
Out of Town Incorporated Non-Profit	300	600	900	200	300	400	75	150	225
Local Commercial	500	1000	1500	300	600	900	150	300	450
Out of Town Commercial	750	1500	2250	400	800	1200	300	600	900

Notes

- “No Charge” means free admission
- “Full Day” means Opening to 11 pm
- “Half Day” means 4 hours
- “Weekend Day” means Friday, Saturday, or Sunday
- Rates include power and water (hook-up extra)
- Rates include House equipment
- Rates exclude:
 - Front of House
 - Box Office/Ticketing
 - Ushers
 - Crew and related Staff
- Some discretion will be exercised by City Staff in booking concurrent activities in adjacent areas which may interfere with one another

2011 Costs	
Building Maintenance (including labour)	4,550
Grounds Maintenance (including labour)	34,000
Turf Maintenance (including labour)	30,000
Special Events (including labour)	34,000
Vandalism (including labour)	2,000
Fringe	26,000
Special Events Administration	44,000
<i>The following values do not include labour</i>	
Materials Expenses	19,500
Contracted Services	13,000
Energy Costs	26,000
TOTAL	\$233,550

Revenue Forecast for 2011 (Targets)

Permit fees		\$52,500*
Charge backs		(Contra)
Ticket surcharges	(7,500 tickets at \$1)	\$7,500
Vendor charges		<u>(TBD)</u>
		\$60,000
<i>*Permit Fees</i>		
<u>Amphitheatre</u>		
Half Day	\$7,500	
Full Day	\$10,000	
Weekend Day	\$20,000	
		\$37,500
<u>Serviced Areas</u>		
Half Day	\$2,500	
Full Day	\$4,000	
Weekend Day	\$5,000	
		\$11,500
<u>Non-Serviced Areas</u>		
Half Day	\$1,000	
Full Day	\$1,000	
Weekend Day	\$1,500	
		<u>\$3,500</u>
		\$52,500

Operating Budget Parameters

Timing of New Budget

The operating budget for the re-developed Bell Park will begin on January 1 2011 and will run henceforth in synch with the City’s budget process and schedule.

Relation of New Budget to Departmental Budgets

This report recognizes that the budget for the operation of the Park and Amphitheatre will differ from other City budgets in that:

- It may draw staff and resources from several departments
- Its costs cover all precincts of the Park while its revenues are concentrated in the York/Paris precinct
- It is a “seasonal” operation (i.e., part-time throughout the year and full-time during summer)
- It has a programmatic relationship to other City events and venues (Special Civic Events, Neighbourhood Events, Arenas, etc)

Expenditures

Scope of New Budget Expenditures

The costs for the operation of Bell Park will take into account the City’s responsibility for grounds, buildings, systems and equipment, customer relations and compliance including:

- Maintaining the Park fabric
- Maintaining the Park structures
- Maintaining installed systems and equipment
- Cleaning the Park
- Maintaining Park infrastructure (water, sewer, power, etc)
- Coordinating customer relations and permitting
- Supervising permitted activities
- Ensuring safety and security

Budgetary Line Items

Subject to further articulation within the City’s budgetary format, the following line items may be included in the Park/Amphitheatre budget:

- Capital reserve
- Property and liability insurance

- Energy consumption
- Water and sewer
- Building custodial
- Routine maintenance
- Groundskeeping
- Voice and data communications
- Security
- Service contracts
- Administration and staffing
- Communications and marketing
- Training and development

Exclusions from Budget

- No municipal or business taxes will be applicable
- No capital carrying costs will be applicable

Revenues

Scope of New Budget Revenues

The revenues associated with the use of the Park will include:

- Fees from Permits
- Charge-backs related to permitted uses (including signage, security, ticketing)
- Ticket surcharges
- Concession licenses and fees

Assignment of Fees to Activity Areas

Fees for the use of the Park and Amphitheatre will be collected on the basis of activity areas (defined by their perimeters and set out as a map in the Permit) which include:

- Grace Hartman Amphitheatre
- Serviced Activity Areas
- Non-serviced Activity Areas

APPENDICES

APPENDIX A: REFERENCES AND CONTACTS**Documents Cited (Part 1)**

- Greater Sudbury Healthy Community Strategy (March 2005)
- Coming of Age in the 21st Century—Digging Deeper: An Economic Development Strategic Plan for Greater Sudbury 2020 (June 2009)
- City of Greater Sudbury Arts and Cultural Strategy (November 2006)
- Premier-Ranked Tourism Report (2005)
- Destination Sudbury 2015 Sudbury Tourism Strategy
- “Patterns in Cultural Consumption and Participation,” Statistics Canada Culture Program, December 2000.
- 2004 Canadian Travel Survey and International Travel Survey
- “Tourism Opportunities for the City of Greater Sudbury: A Research Report,” Research Resolutions & Consulting, February 2006

Documents Cited (Part 2)

- City of Edmonton, Special Events Checklist
- City of Edmonton, Special Events Application Form
- City of Edmonton, Heritage Amphitheatre User Guide, 2008
- City of Fredericton, Application for Special Event Approval
- City of Fredericton, Guidelines for Special Event Applications
- City of Greater Sudbury, Business Plans 07-08, Growth & Development Department
- City of Greater Sudbury, Business Plans 07-08, Community Development Department
- City of Greater Sudbury, Special Event Form
- City of Greater Sudbury, Special Events Manual
- City of Moncton, Event Permit Application Guidelines
- City of Moncton, Community Event Application Form
- City of Ottawa, Event Planning Guide
- City of Ottawa, Special Event Application
- City of Peterborough, Del Crary Park
- City of Sault Ste-Marie, Roberta Bondar Tent Pavilion
- City of St. John’s, Special Event Guide
- City of St. John’s, Special Event Manual
- City of St. John’s, Special Events Application
- City of Toronto, Booking Nathan Phillips Square
- Nicholls Yallowega Belanger, Bell Park Master Plan, City of Sudbury, March 2000

Interviews and Contacts (Part 1)

- Mayor John Rodriguez, City of Greater Sudbury
- Councillor Claude Berthiaume, City of Greater Sudbury
- Councillor Ted Callaghan, City of Greater Sudbury
- Councillor Janet Gasparini, City of Greater Sudbury
- Meredith Armstrong, Coordinator, Tourism & Marketing, City of Greater Sudbury
- Paul Baskomb, Manager of Community and Strategic Planning, City of Greater Sudbury
- Réal Carré, Director of Leisure, Community and Volunteer Services, City of Greater Sudbury
- Greg Clausen, General Manager of Infrastructure Services, City of Greater Sudbury
- Cindy Dent, Manager of Recreation, City of Greater Sudbury
- Caroline Hallsworth, Executive Director, Administrative Support Services, City of Greater Sudbury
- Eleethea Marson, Business Development Officer, City of Greater Sudbury
- Catherine Matheson, General Manager, Community Development, City of Greater Sudbury
- Ray Mensour, Manager of Arenas, City of Greater Sudbury
- Helen Mulc, Manager of Business Development, City of Greater Sudbury
- Tony Parmar, Manager of Quality. Administrative and Financial Services, City of Greater Sudbury
- Mark Simeoni, Senior Planner, City of Greater Sudbury
- Claire Zuliani, Manager of Library and Heritage Resources, City of Greater Sudbury
- Dominic Giroux, President, Laurentian University

Interviews and Contacts (Part 2)

- Meredith Armstrong
- Réal Carré
- David Della Vedora
- Chris Gore
- Catherine Matheson
- Jeff Pafford
- Tony Parmar
- Rob Skelly
- Pam Cranston
- Charlene Roche, City of Edmonton
- Terri-Lynn Johnston, City of Peterborough

Sudbury Presenters

- Access AIDS Network/Sudbury Pride
- Art Gallery of Sudbury
- Artists on Elgin
- Arts North
- Belcanto Chorus
- Bell Park Gazebo Concert Series
- Blue Newt Music
- Blue Saints Drum & Bugle Corps
- Blueberry Festival
- Cambrian Academy of Music
- Cambrian College
- Canadian Garlic Festival
- Carrefour francophone/La Slogue
- Centre franco-ontarien de folklore (Le)
- Cinefest Sudbury
- Comité organisateur, Jeux de la francophonie canadienne Grand Sudbury 2011
- Country Music Northern Ontario
- Crohns and Colitis Association of Canada - Sudbury Chapter
- Earthdancers
- Espanola Little Theatre
- Fringe Theatre Festival
- Galerie du Nouvel-Ontario
- Girl Guides Canada – Sudbury District
- Glad Tidings
- GospelFest
- Greater Sudbury Celtic Festival and Highland Games
- Greater Sudbury Earth Day Festival
- Greater Sudbury Pastors Fellowship
- Greater Sudbury Public Library
- Greek Festival
- Hip Hip Hooray—Sudbury Regional Hospital Orthopedic Nurses
- Ida Sauve Dance Studios
- Irish Heritage Club of Sudbury
- Kindermusik with Dione
- Kiwanis Music & Dance Festival
- La nuit sur l'étang
- Laurentian University
- Laurentian University Pipe Band and Dancers

- Le Théâtre du Nouvel-Ontario
- Lions Club of Sudbury
- LOL Sudbury (Laugh Out Loud Comedy Festival)
- Meteoplus TV/Les Productions R. Charbonneau inc.
- Music and Film in Motion
- Music for Young Children
- Myths and Mirrors Community Arts
- Nickel City Cloggers
- Nickel City Sound
- No Strings Attached Community Band
- NOFA - independent film producers/True North Productions
- Northern Aboriginal Festival
- Northern Lights Festival Boréal
- N'Swakamok Native Friendship Centre
- Paws for Cause/Sudbury SPCA
- Pet Save Rescue and Adoption
- Pond Hockey Festival on the Rock
- Project Dance
- Rainbow District School Board
- Rotary Club of Sudbury
- Salon du Livre
- Science North
- Sudbury Arts Council
- Sudbury Astronomy Club
- Sudbury Catholic District School Board
- Sudbury Classic Cruisers Club
- Sudbury Community Foundation
- Sudbury Dragon Boat Festival
- Sudbury Gem and Mineral Show
- Sudbury Irish Arts Association (SIAA)
- Sudbury Multicultural/Folk Arts Association
- Sudbury ROCKS!!! Marathon
- Sudbury Santa Claus Parade
- Sudbury School of Dance
- Sudbury Summerfest
- Sudbury Symphony Orchestra
- Sudbury Theatre Centre
- Sudbury Writers' Guild
- Super Stack Swing Dance
- The ParkSide Centre

- The Sudbury Rising Stars Theater Troupe
- Theatre Cambrian
- Thornloe Theatre Arts
- Walden Windmill Theatre Group
- Warmhearts Palliative Caregivers Sudbury/Manitoulin
- Windmill Theatre Company

Comparable Parks and Festival Sites

- Fred Anderson Stage, Del Crary Park, Peterborough, ON
- Heritage Amphitheatre, Edmonton, AB
- Roberta Bondar Tent Pavilion, Sault Ste-Marie, ON
- Halifax Commons, Halifax, NS
- Nathan Philips Square, Toronto, ON

APPENDIX B

CALENDAR OF SUMMER EVENTS IN SUDBURY IN 2009

	May	June	July	August	September	
	Greater Sudbury Highland Games – second last weekend of May (2)	Bell Gazebo Concert Series – Sundays (4)	Bell Gazebo Concert Series – Sundays (4)	Bell Gazebo Concert Series – Sundays (4)	GospelFest – Saturday concert (1)	
	Warmhearts Walk for Palliative Care (early May) (1)	National Aboriginal Day – June 21 (1)	Northern Lights Festival Boréal – first or second weekend of July Friday–Saturday–Sunday (3)	Sudbury Summerfest – Thursday through Sunday last weekend of August (4)	Jazz Sudbury – mid– September (2)	
	LOL Sudbury (Late May) (5)	GospelFest – Saturday concert (1)	Dragonboat Festival – second weekend Friday/ Saturday in July (2)	GospelFest – Saturday concert (1)	Cinefest Sudbury – mid September (11)	
	Theatre Cambrian show– May 19–29 (11)	St. Jean Sudbury (La Slague) (8)	Access AIDS Network –Sudbury Pride Week (7 incl 1 at Amphitheatre)	Theatre Cambrian’s Summertime Stage (2)	Froshe (La Slague) – late September (1)	
	Sudbury Rocks Marathon – early May (1)	CCFC Annual Heel ‘n’ Wheel–a–thon (1)	Canada Day – Science North (1)	Canadian Garlic Festival – 4th Sunday in August (1)	Paws for a Cause – mid–September (1)	
	Hip Hip Hooray walk (Sudbury Regional Orthopedic Nurses) – (1)	Shakespeare on the Chapel Lawn (4)	Canada Day – Sudbury Multicultural Folk Arts Association (1)	Classic Car Show – first Sunday in August (1)	Great Big Sea @ Sudbury Arena (1)	

	May	June	July	August	September	
	Back to the 80s (George Vanier Public School & Lively District Secondary School) (3)	Sudbury Theatre Centre production June 12–27 (11)	Theatre Cambrian’s Summertime Stage (2)	Theatre Cambrian show– August 7, 8 & 13, 14, 15 (5)		
	Sweeney Todd: The Demon Barber of Fleet Street– Sudbury Theatre Centre (20)		Sudbury Blueberry Festival – mid–July (8 incl 2 at Bell Park Gazebos)	Bachmann & Cummings @ Sudbury Arena (1)		
	Le Théâtre du Nouveau–Monde – end of season production (1)		Sudbury Gem and Mineral Show (1)			
	Blues concert – Summerfest (1)					
TOTAL NO. EVENTS	10	7	9	8	1	
TOTAL EVENT DAYS	46	30	29	19	17	
TOTAL NO. EVENTS AT AMPHITHEATRE	2	3	3	3	2	13
TOTAL EVENT DAYS AT AMPHITHEATRE	3	3	6	6	2	20

APPENDIX C**GRACE HARTMAN AMPHITHEATRE REDEVELOPMENT EVENT DETAILS
QUESTIONNAIRE**

As you may be aware, the City of Greater Sudbury has recently announced capital funding in the order of \$5 million for the re-development of the Grace Hartman Amphitheatre in Bell Park.

Castellan James + Partners Architects has been hired to undertake design and construction work on the project. Simultaneously, Novita has been engaged to complete a market study and business planning exercise that will assist the City in making informed decisions through the design process. The study will also help guide the creation of policies surrounding management of the outdoor facility once it is rebuilt.

Like its predecessor, the renewed Amphitheatre will be a unique outdoor venue suitable for a wide range of events. The following questionnaire has been developed to collect some more detailed information regarding current and anticipated types and frequency of uses for the Amphitheatre in Bell Park.

Please note that even if you do not currently present events at Bell Park we would like to hear from you.

We thank you for your time and look forward to your responses.

Thank you,

Ariana Moscote Freire

Head of Research
Novita

*Kindly return completed questionnaire **as soon as possible** and by
Thursday, September 10, 2009 via email to:*

arianam@novita.ca

1. **Name of Group, Organization or Company:**
2. **Do you represent/are you** (please mark an [X] where applicable and use space as needed to refine):
 - An individual
 - A community group (unincorporated)
 - Non-profit organization or Registered Charity
 - For-profit operation
3. **Do you currently present event(s) open to the public?** (If you answered No, please skip to Question 13.)
 - Yes
 - No
4. **Name of event:**
5. **Brief event description:**
6. **Where is the event typically held?**
 - Grace Hartman Amphitheatre
 - Bell Park (do not use Grace Hartman Amphitheatre)
 - Bell Park and Grace Hartman Amphitheatre
 - Other location(s) (Please list)
7. **Typical date(s):**
8. **Total number of days of event(s):**
 - a) Number of weekday days:
 - b) Number of weekend days:
 - c) Number of non-public/set up days:
 - d) Number of public days:
 - e) Are these full or half days? Please describe.

9. Do you pay a fee for use of your current event venue? (please add details on rates if you wish)

Yes

No

10. What types of activities generally take place at your event?

Stage presentations

Vendors

Licensed Area

Other activities (Please describe)

11. On the day of your event, do you employ any of the following? (please indicate approximate numbers where appropriate)

Production manager (#)

Front of house manager (#)

Paid crew (#)

Non-paid crew (#)

Volunteers and general helpers (#)

12. Please tell us about attendance to your event.

a. Is your event ticketed or free?

b. If you sell tickets to your event, what are your rates and pricing structure?

c. What is the maximum attendance on any given day of your event? (Please use averages or approximations from previous years)

d. What is the total attendance for the duration of your event?

e. (Please use averages or approximations from previous years)

f. Do you have any information (anecdotal or statistical) on the provenance of the attendees of your events? (i.e. local to Greater Sudbury; from elsewhere in Northern Ontario; from elsewhere in Ontario, etc.)

13. Once the amphitheatre is re-designed and re-built, will your current programming change? If so, how?

14. Do you have any other information or comments to share with us?

15. Please provide your name, title and contact information for reference purposes.

Name:

Title:

Contact Telephone No.:

Contact Email:

If you would prefer not to be contacted again during this consultation process please mark an X here: []

THANK YOU FOR YOUR PARTICIPATION!

Please feel free to forward this questionnaire to any other community organizers or individuals who may be interested in using the redeveloped Grace Hartman Amphitheatre.

APPENDIX D: DRAFT POLICY FOR BELL PARK AS SPECIAL EVENTS VENUE

A POLICY FRAMEWORK FOR PERMITTED USES OF BELL PARK

Assumption

This Policy Framework has been prepared on the assumption that the re-development of the Grace Hartman Amphitheatre includes both a new facility and a new approach to the City's role in relating to the operations in the Park.

This document further assumes that there is both need and opportunity to see the Amphitheatre as part of a greater operational whole – which is Bell Park.

Finally, this document assumes that the City will create a new and comprehensive policy for permitted uses in the Park including the Amphitheatre prior to the re-opening of the Amphitheatre in 2011.

The following Framework is intended to provide the basis for the City's policy for Bell Park and to be the foundation for the Application and Permit forms and other administrative instruments.

PART ONE: POLICY FOR THE PARK AS A WHOLE

Purpose of this Document

This framework document has been prepared as an integral part of a Business Plan for the re-developed Grace Hartman Amphitheatre in Bell Park.

The information contained in this framework will form the basis of a Policy for the Operation of Bell Park and the Grace Hartman Amphitheatre. (This Policy will be completed by the City following adoption of the Business Plan.)

The Policy will also inform the City's Special Event Application and Permit forms and all agreements with Special Events.

The overriding goal of the Policy will be to provide the City with the ability to maintain:

- The physical assets of the Park
- The management of the assets in the public interest
- Public health and safety in the Park

To these ends, the Policy will give the City the right to reject any Application or cancel any Permit which is in violation of the Policy.

The Policy will also reserve the City's right to refuse or cancel permits due to conditions which make the Park unfit for occupation, emergency maintenance conditions, labour disputes, storm threats or similar circumstances.

Next Steps

Upon acceptance of the general scope and range of this Framework as part of the Business Plan, the City will expand, refine, develop and clarify each section and clause to create a complete and comprehensive document.

Following these refinements, the City will create the Application and Permit form and other administrative instruments and materials. An outline for these forms is included in the Appendix of the Business Plan.

DEFINITIONS**Key Words and Terms**

The following definitions apply to terms which are used in this document:

“Amphitheatre” means the Grace Hartman Amphitheatre as defined by its security perimeter

“Application” means both the process leading up to a Permit and the form which is used in the process

“City” means the Corporation of the City of Greater Sudbury

“Event” means the activities approved under the permit issued by the City

“Park Staff” means the on-site manager from the Parks Department who is responsible for maintenance within the Park

“Park” means Bell Park

“Permit” means the instrument in which the agreement between the City and the Users is made including the terms and conditions of the Event

“Policy” means the City's Policy for the Operation of Bell Park and the Grace Hartman Amphitheatre

“Users” means individuals, groups or organizations who use the Park under a Permit issued by the City

Programming “Domains” Within the Park**Park Boundaries**

The Policy will include a site plan which delineates the boundaries of the Park.

Domain Boundaries

The Policy will include site plans which delineate the boundaries of sub-areas (“domains”) within the Park which are available as Event sites. The Amphitheatre will be one of these domains.

DIVISION OF RESPONSIBILITY**Role of the City****General**

The role of the City is to provide the venue in which Users can hold their Events. While the City may from time to time choose to organize Events in the Park, the City itself would only be an occasional User. As a User, the City will abide by the Policy.

Park Management

The Policy will require that Bell Park be managed to the same standard and in the same manner as all other City facilities. The Policy will affirm the City’s commitment to provide appropriate professional staff to manage and operate the Park.

Standards

The Policy will affirm the City’s commitment to setting and maintaining standards which ensure that all Events which are held in the Park are safe, trouble free and User friendly.

Park Infrastructure, Park Fabric and Grounds Keeping

The Policy will affirm the City’s commitment to the upkeep of the Park fabric including grass, planting beds, trees, walkways, water frontage, site furnishings, site lighting, site signage, roads, parking lots and the collection of normal waste and recycling.

Permanent Structures

The Policy will affirm the City’s commitment to construction and maintenance of public washrooms, concession facilities, the Amphitheatre and the infrastructure

on which these structures depend.

Systems and Equipment

The Policy will recognize that the City may also provide basic systems and equipment to support Events – notably in the Amphitheatre. Users are responsible for any systems and equipment which they require beyond what is provided by the City.

Role of the Users**General**

The role of the Users is to organize, promote, manage and operate their Event in the Park including provision of all necessary personnel, participants, goods and materials.

Adhere to Policy and Procedures

The Policy will require the Users to be familiar through consultation with Program Staff with all relevant policies, statutes, regulations, procedures and protocols for Events in the Park and to adhere to them.

Take Direction from City Staff

In addition, the Policy will reserve the right of the City through its on site Staff to direct Users in the case of emergencies, failure to comply or extraordinary circumstances.

Supervision of Personnel

The Policy will require the Users to take responsibility for and exercise control over all their Event personnel including paid labour, independent contractors and volunteers.

In addition to all other requirements, Users will be responsible for ensuring that all work related to their Event is carried out in compliance with the Occupational Health and Safety Act.

Responsibility for Goods and Materials

The Policy will require the Users to take responsibility for the security, safety and movement of all their goods and materials.

GOVERNANCE AND ADMINISTRATION**Governance of Bell Park and the Grace Hartman Amphitheatre**

Bell Park and the Grace Hartman Amphitheatre are owned and operated by the City of Greater Sudbury as a recreational and cultural amenity for the citizens of Sudbury.

The City will formally establish a Bell Park Advisory Panel with a mandate to monitor the use of the Park in keeping with the City's goals and objectives and to bring forward to the City recommendations for any changes in policy or practice.

While final responsibility for the Park rests with City Council, the Park is operated by the Leisure Services Department (Recreation and Parks). The department will have a Special Events Officer (supported by a Recreation Coordinator) both located at Tom Davies Square, and a Parks Foreman (located on site) who will have responsibility for the City's assets.

Governing Legislation

The following By-Laws of the City of Greater Sudbury have bearing on activities which take place in Bell Park:

- Alcohol Risk Management Policy
- Fireworks Bylaw
- Sign Bylaw
- City of Greater Sudbury Noise Bylaw

Other provincial statutes, regulations and industry regulations also apply. Some are noted herein. Users will be responsible for informing themselves of any requirements not specifically noted herein.

Organizational Structure

The Policy will require that the City establish, within all its departmental resources, staffing to fulfill the two sets of functional responsibilities which are required to operate the Park.

Marketing, Customer Relations and Permitting

This set of responsibilities include:

- Advocate within the community for use of the Park
- Develop new business and maintain broad program mix
- Encourage and develop networks among users and the community sponsors

and others

- Assist users in capacity building in event presentation
- Coordinate with events occurring on other sites
- Provide leadership within the Park's management group
- Manage the permitting process

Departments involved may include:

- Community Development (Recreation)
- Growth and Development

Park Operations and Oversight of Usage

This set of responsibilities include:

- Maintain the fabric of the Park
- Ensure the infrastructure of the Park is maintained
- Maintain Park buildings and structures
- Maintain all fixed systems and equipment
- Provide daily clean up services throughout the Park
- Ensure safety and security in the Park
- Oversee all set-ups and take-downs in the Park
- Enforce permit compliance

Departments involved may include:

- Community Development (Parks)
- Community Development (Recreation) re: permit compliance

EMERGENCY PREPAREDNESS AND PUBLIC SAFETY

Emergency Plan

The Policy will require the development and maintenance of an Emergency Plan for the Park and the Amphitheatre. The Emergency Plan will be developed in cooperation with all emergency services and City departments. City Staff will be responsible for an annual review of the Emergency Plan prior to the beginning of each season.

Emergency Routes

The Policy will include a site plan which identifies the emergency routes which must remain clear of obstructions at all times.

Emergency Communications

The Policy will ensure that the City maintains emergency communications systems and devices in the Park and that the chain of command for emergency response is clearly defined.

Site Security

The Policy will ensure that regular routine security of the Park and its structures is provided as part of ongoing operations.

Security requirements related to Events will be determined at the discretion of the City and will be charged back to Users. The choice of security provider is the sole discretion of the City.

Electrical Safety

The Policy will require that all electrical hook-ups and electrical distribution be pre-approved in the Permit process and be carried out by the City at the User's cost.

Obstructions and Trip Hazards

The Policy will prohibit Users from creating hazardous conditions by obstructing emergency lanes, walkways and public assembly areas with goods or objects.

Barricades and Temporary Fencing

The Policy will require that the type and deployment of barricades and temporary fencing must be declared at the time of application and will be subject to approval by the City.

Toxic Materials and Dangerous Goods

The Policy will prohibit toxic materials and dangerous goods from being brought into the Park. No open flame will be allowed in the Park. Barbecues and grills may be used provided one fire extinguisher is provided per barbecue unit. The use of Barbecues will be subject to approval by the City.

Safety of Temporary Structures and Signage**Tents and Other Temporary Enclosures**

The Policy will require that the size and location of all tents and similar structures over 60 square meters in area are declared in the Application process and are subject to City approval. Heating or cooking equipment is not permitted in any tent or temporary structure.

Platforms and Stages

The Policy will require that the size, location and construction of all platforms and stages over 20 meters in area or 500 cm in height be declared in the application process and be subject to City approval.

The Policy will reserve the City's right to have certification of all stages, platforms, towers and related structures by a Professional Engineer licensed to practice in Ontario at the User's expense.

Sign Structures and Banners

The Policy will require that all signs, materials and contents (text, graphics, etc) be submitted in advance to the City for approval. These include panels, boards, banners, electronic and video displays and their related structures as well as the site's marquee sign.

No signs, banners or other display devices are allowed to be fixed or attached on Park structures, trees or fabric nor can sign structures be driven into ground. Supports for freestanding signs must be adequately weighted and stand without the need for support which might constitute a trip hazard (e.g., guy wires.) Signs are allowed on crowd control barriers when securely fastened.

PUBLIC HEALTH**First Aid**

The Policy will require any Event with anticipated attendance exceeding 200 persons to have qualified First Aid services provided by the User.

Food and Beverage Service

The Policy will require that all food service on site will be approved by the City's licensing agency for food services.

Potable Water

The Policy will require that potable water be readily available on site.

Sanitation

The Policy will require that, except for Events which are held within the security perimeter of the Amphitheatre, events with anticipated attendance exceeding 500 will require portable toilets approved by the City but paid for by the Users. Portable toilet requirements related to requirements of the Liquor Licence also apply. The

Policy will reserve the City's right to determine method and frequency of service to the portable units.

Domestic Pets (non-exotic)

The Policy will require that dogs and cats be leashed at all times. The Policy will require owners to comply with the City's stoop and scoop By-Law.

INDEMNIFICATION AND MITIGATION OF RISK**Liability Insurance**

The Policy will require that Users provide sufficient liability insurance in the Users' name for personal injury or property damage including coverage for contract liability, products and completed operations and independent contractors. Requirements for coverage will be at the City's discretion.

If fireworks or pyrotechnics are used in the Event, the amount of liability coverage will increase to \$5 million.

The Policy requires that the City will be named as an additional insured.

Save and Hold Harmless Declaration

The Policy requires that Users sign a declaration at the time of application to Save and Hold Harmless the City of Greater Sudbury.

Non-Discrimination Declaration

The Policy requires that Users sign a declaration of Non-Discrimination at the time of application.

Consent to Release Personal Information

The Policy requires that Users sign a form of Consent to Release Personal Information for Publicity or Emergency Purposes.

Excluded Activities

The Policy will prohibit a wide variety of specified activities such as use of exotic animals, helium balloons, megaphones or loudhailers, soliciting, incitement of violence, desecration of national symbols, activities which may be demeaning or exploitative in nature (e.g. "beauty pageants.")

PUBLIC ACCESS**General Guidelines on Access and Equity**

The Policy will require that all Users be aware of and adhere to the City's policies and practices of social access and equity.

Disability Access

The Policy will require that all Users be aware of and adhere to the requirements of the Ontarians With Disabilities Act.

Cost Accessibility: Rates and Charges

The Policy will affirm the City's commitment to providing access through a scaled rate card which reflects the economic base and income potential of the Event.

Access through Paid Admissions and Ticketed Events

The Policy will require the City to provide a nominal number of "rush" seats for the Events that it organizes.

Access by Motorized Passenger Vehicles

The Policy will require that, except for drop-off of disabled persons or persons with limited mobility, private cars are not allowed in the Park except in designated parking areas. Except for motorized wheelchairs and similar conveyances, motorcycles, scooters and other conveyances are not allowed except in designated parking areas.

Access by Non-Motorized Conveyance**Bicycles**

The Policy will require that unattended bicycles must only be left in bike racks provided by the City. Bicycles must not be left loose or fastened to Park structures or fabric.

Rollerblades and Skateboards

Rollerblades and skateboards are not allowed in the Park except on paths and surfaces designated for that purpose.

Access to Delivery Trucks, Buses and Service Vehicles

The Policy will require that access by delivery trucks, buses or other Event related

service vehicles can only occur in the time and manner set out in the permit. Size and weight of vehicles may be restricted at the City's discretion.

USER PROTOCOLS AND GUIDELINES

Protocol for Permitting

Application for Permit

The Policy will ensure that the City has a clear and concisely worded Application for Permit form and that this form must be completed in full together with all necessary supporting documentation before the Application can be considered.

A deposit is required with the Application; if the City does not grant the Permit, the deposit will be returned in full. The Policy will allow a minimum of two business weeks for processing and distribution of Application to all relevant City departments and agencies.

Acceptance of Application by the City

The Policy will affirm that a Special Event Permit is issued at the sole discretion of the City and that no confirmation of acceptance exists until the Permit is signed by a duly authorized representative of the City. Any payments due will be collected at this time.

Execution of Permit

The Policy will authorize City Staff to enforce the terms of the Permit and to take appropriate action related to failure to comply. Any payments due during the event will be collected at this time.

Close-out of Permit

The Policy will authorize City Staff to confirm full compliance of the Permit following completion of the Event and to withhold return of any deposits because of non-compliance, damage or other irregularity.

Cancellation

The Policy will reserve the City's right to retain any deposits of funds for Events which are cancelled by the User prior to the Event date. The Policy will also reserve the City's right to cancel "with cause" and to retain all or part of the deposit.

If the Permit is cancelled because the City is unable to provide access to the Park for reasons of emergency, damaged conditions, labour disruptions, the deposit will

be refunded in full.

Protocol for Attendance by Officials

The Policy will specify the process for requesting official participation in the Event by the City including Mayor, Councilor or Senior Official. Attendance by officials from other levels of government must be declared at the time of Application.

Protocol for Set-up, Clean-up and Restoration**Service Access and Delivery of Goods and Materials**

The Policy will require Users to deliver their good and materials in the manner and time set out in the permit. The number and type of delivery vehicles will be declared at the time of application. Except for necessary vehicles such as broadcast mobiles, service and delivery vehicles will be required to leave the Park once loading is complete.

Removal of Goods, Materials and Waste

The Policy will require Users to remove their goods and materials in the manner and time set out in the permit. The Users will be responsible for removal of all waste and recycling associated with their Event.

Restoration of Damage

The Policy will require the Users to be responsible for all costs associated with damage to Park structures and fabric which is done during the Event.

Protocol for Vending (not including alcohol)

The Policy will require that, except for the Park's approved concessionaires, any vending or sale of merchandising must be approved by City Staff.

Prior approval of vending items will be required and restricted to designated areas. Vendors will be responsible for management and removal of their waste. Vendors will provide proof of appropriate permits and insurance coverage.

Protocol for Compatibility**Consideration for Other Park Usage**

The Policy will reserve the City's right to deny or cancel permits to Events whose activities disturb, interrupt or infringe on other uses in the Park.

Noise from Reinforced Sound Systems

The Policy will require that, except for the Events in the Amphitheatre, the size and type of reinforced sound systems are declared at the time of application and that their use is subject to the City's approval. The Policy will reserve the City's right to set and monitor sound levels.

Rowdy Behaviour and Disturbances

The Policy will reserve the City's right to hold responsible any User who allows or encourages behavior leading to a public disturbance and subsequently to deny any future permits.

Sponsor Representations

The Policy will require Users to declare at the time of application any obligation which it has to sponsors regarding display of products, images, distribution of samples, etc. The Policy will reserve the City's right not to approve Applications which include third party obligations that are not compliant.

Protocol for Media and Communications

The Policy will define a number of communications protocols including:

- Use of City logo and Park logo
- Representation of the City in media releases
- Distribution of printed matter in the Park
- Broadcast from the Park
- Messaging using City owned sign

LICENSING**Liquor Licensing**

The Policy will require the Users to be responsible for obtaining all licences and permits related to the sale of alcohol. The Policy will state that the granting of any such licence does not imply acceptance of the Application by the City. The Policy will require that sale of liquor must be in support of a non-profit or charitable organization.

Licensing for Games of Chance

The Policy will reserve the City's right to decide which, if any, games of chance may be played or tickets sold. The Policy will require approved Users to be responsible for obtaining all licences and permits related to games of chance. The Policy will

require that all games of chance must be in support of a non-profit or charitable organization.

Food and Merchandising Vending

The Policy will require the Users to be responsible for obtaining all licences and permits required for food or merchandise vending. The Policy will require that, except for the City's contracted Concessionaires, sale of food or merchandise must be in support of a non-profit or charitable organization.

Licensing for Fireworks and Pyrotechnics

The Policy will reserve the City's right to decide whether fireworks or pyrotechnics may be used in the Park. The Policy will require approved Users to be responsible for obtaining all licences and permits related to fireworks and pyrotechnics including verification of the licences and qualifications of fireworks and pyrotechnics suppliers.

Rights and Royalties

The Policy will require the Users to be responsible for payment of all applicable rights and royalties (e.g., SOCAN) associated with the Event.

Licensing Related to Sponsorship

The Policy will ensure that the City has no obligations or commitments in relation to agreements between Users and their Sponsors.

PART TWO: POLICY SPECIFIC TO THE AMPHITHEATRE**Relation of Part 2 of the Policy to Part 1 of the Policy**

Part 1 of the Policy is applicable to all Uses in the Park including the Amphitheatre. Part 2 of the Policy is additional and applicable specifically to the Amphitheatre.

Definition of the Amphitheatre

The Policy will provide a definition of the physical limits of the Amphitheatre and this definition will be expressed in a dimensioned plan. Any permit issued for Events in the Amphitheatre will include this plan which will provide the envelope for compliance.

Amphitheatre Users' Relation to the City

The City will provide the Amphitheatre and specified Systems and Equipment to approved Users as renters for the Event described in the Permit. The Policy

will reserve the City's right to provide oversight of Events in the Amphitheatre at the City's sole discretion. The Policy will require Users to have a designated representative named in the Permit on site throughout the Event.

Publicity and Promotion

In addition to the requirements set out in Part 1, the Policy will define the requirements of Users to identify the Grace Hartman Amphitheatre as the site of the Event including identifying graphics specific to the Amphitheatre.

Advanced Ticketing

The Policy will require the Users to be responsible for their own off-site box office and ticketing services and facilities. The Policy will encourage Users to provide ticketing through the City's box office facility/ticketing system.

Box Office and Day-of-Event Ticketing

The Policy will confirm the City's commitment to provide on-site facilities for Day-of-Event ticketing including appropriately designed and highly visible physical space including communications linkages and Event specific signs and notices. The Policy will require the Users to be fully responsible for on-site sales including cash, credit and debit.

Front-of-House Management

The Policy will require the Users to be fully responsible for front-of-house management for their Events. The Policy will confirm the City's commitment to create and maintain a procedural Handbook for Event management in the Amphitheatre including front-of-house management, ushering and facility evacuation. The Policy will require Users to follow the procedures set out in the Handbook.

Ushers and Ticket Takers

The Policy will require Users to be responsible for providing a minimum number of ushers and to ensure that ushers are fully familiar with their responsibilities as set out in the procedural Handbook.

Production Management/Stage Management and Crews

The Policy will require Users to be responsible for providing a suitably qualified and experienced production manager and/or stage manager at their own cost. The Policy will also require Users to be responsible for providing a sufficient number of appropriately trained stage crew.

Systems and Equipment Use

The Policy will confirm the City’s commitment to provide and maintain basic “house” systems including stage lighting, audio reinforcement, production intercommunication and related staging infrastructure. A full description of house systems will be made available to prospective Users.

The Policy will require the Users to identify at the time of Application any additional systems and equipment. The Policy will reserve the City’s right to accept or reject any equipment at its sole discretion in processing the Permit Application. The Policy will require the Users to be fully responsible for the transportation and movement, safety and security, use and operation of all additional systems and equipment.

APPENDIX E: DRAFT APPLICATION FOR PERMIT FOR SPECIAL EVENT**Policies and Guidelines**

Any Permit which is issued pursuant to the Application requires the Applicant to adhere to the Policies and Guidelines for Special Events of the City of Greater Sudbury.

Application Timeframe

The Application must be completed in full and received by the City at least (X) weeks prior to the Event.

Event Description

The Application requires a full and complete description of the Event and its participants including:

- Name (as advertised)
- Full detailed description of all activities
- Identification of all participants
- Estimated attendance

Event Domain and Boundaries

The Application requires a delineation of the perimeters of the Event.

Designated areas and locations for Event
(set out on Plan provided by the City)

Organizational Information

The Application requires a legal description of the Applicant including:

- Legal name of organization
- Legal status: non-profit/charitable/commercial (Proof of non-profit and charitable status required)
- Head office information: all coordinates
- Authorized contact person for this Event

Date and Time of Event

The Application requires timing information including:

- Day of Event

- Set-up time (from/to)
- Event period (from/to)
- Take down time (from/to)

Insurance Coverage

The Application requires proof of insurance coverage as set out in the City's Policies and Guidelines.

Declaration of Sales, Solicitation and Sponsorship

The Application requires Terms and Conditions as set out in the City's Policies and Guidelines for:

- Sale of alcoholic beverages
- Sale of food and/or merchandise
- Distribution of literature or solicitations
- Sponsorship

Graphics and Signage

The Application requires full description of signage including:

- Types of signs, locations, size of signs and text including logos

Tents or Structures

The Application requires full descriptions and related approvals (as required) as set out in the City's Policies and Guidelines for:

- Tents and marquees
- Stages and platforms
- Other structures

Vehicular Access

The Application requires the identification of all vehicles required by the Applicant for the Event:

- Type and weight of vehicle
- Purpose of vehicle
- Licence plate
- Arrival/departure times

City Services and Equipment

The Application requires full description of City services including:

- Electrical (location, configuration, amount of power, distribution)
- Potable water (location, hook-ups, drainage)
- Loose furnishings and equipment (chairs, tables, podiums, risers, etc)
- Amphitheatre “house” systems (lighting, sound, etc)

Applicant’s Supplemental Equipment

The Application requires the Applicant to identify equipment and providers to be supplied by its forces:

- Within the Amphitheatre
- Outside the Amphitheatre

Declaration of Acceptance of Responsibility

The Application requires the Applicant to acknowledge that approval for the Event is not given until the Permit is officially issued.

The Application also requires the Applicant to acknowledge full responsibility as the Permit holder under the City’s Policies and Guidelines for Special Events.

The Application requires the signature of a duly authorized representative of the Applicant.

APPENDIX F: COMPARABLE RATE CARDS

Facility	Brief Facility Description	Services Included	Rate & Rate Structure
Heritage Amphitheatre, Edmonton, AB	1,100 fixed seat amphitheatre with additional lawn seating	Staff supervision of facility; public and staff parking and vehicular access; limited promotional assistance; consultation on staging event; internet usage	Usage charged @ \$150 hourly, with 3 hour minimum. Registered non-profit rate charged at 75% of regular rate.
Fred Anderson Stage, Peterborough, ON	Stage and open lawn area in park setting		Commercial rate of \$720+GST for 5 hours or less; 3 non-profit rates based on length of event and attendance (\$220+GST for under 5 hours and under 500 patrons; \$295+GST for under 5 hours and over 500 patrons; \$430 for 5 hours+)
Roberta Bondar Tent Pavilion, Sault-Ste-Marie, ON	Stage with 14,000 SF covered area with capacity of 1,750 & amphitheatre with seating for 250	Advertising on marquee sign included. Equipment rental, sound and lighting, cleaning services, supervisory fee are extra	Part-day @ \$270; Full day @ \$520. Non-profits charged at 25-30% of commercial rate (part-day at \$85; Full day @ \$270)

APPENDIX G: DESCRIPTION OF GREATER SUDBURY ADVISORY PANELS

Advisory Panels are established by resolution of Council for the purpose of providing advice, information and expertise to the municipality on specific municipal matters.

Because of the nature of various advisory panels, they can serve as the ‘eyes and ears’ of the Council for issues and matters that otherwise might not receive the attention they deserve. They provide an opportunity for interested citizens to participate in the governing of their community under guidelines and procedures established by the City Council. They improve the lines of communication between the public and the Council, create greater opportunities for discussion of public issues, and more citizen involvement in City government.

The authority of an advisory panel will depend on its specific purpose. Generally, advisory panels are empowered only to make recommendations to the Council or to City staff. The Council may not always accept the recommendations of an advisory panel because of additional information available or a need to balance the recommendation with policy or community priorities.

Source: City of Greater Sudbury website