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Halifax Regional Council
March 6, 2007

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:

A handwritten signature in black ink, appearing to read "Dan English".

Dan English, Chief Administrative Officer

A handwritten signature in black ink, appearing to read "Wayne Anstey".

Wayne Anstey, Deputy Chief Administrative Officer - Operations

DATE: February 20 2007

SUBJECT: Use of the North Common and Memorandum of Understanding with
Events Halifax Regarding Major Outdoor Concerts

ORIGIN

December 5, 2006 Information Report - Rolling Stones Summary Report.

RECOMMENDATION

It is recommended that Halifax Regional Council:

- a) continue to support the North Common as an outdoor concert site for "major concerts";
- b) approve the attached Memorandum of Understanding with Events Halifax as an interim agreement to address the immediate requests from concert promoters; and
- c) use the approach contained in this report as the basis to evaluate requests for future concerts on the North Common.

BACKGROUND

The Rolling Stones Bigger Bang Tour played in HRM on September 23rd on the Halifax Common. The Rolling Stones concert is purportedly the biggest touring production in North America, and certainly the largest of any outdoor concert ever staged in HRM.

In organizing the concert, Events Halifax approached HRM to inquire about possible outdoor venue sites that could accommodate a concert the scale of the Bigger Bang Tour. Several sites were discussed, but the Common quickly became the preferred. The Common had not been used in the past for large scale ticketed events like the Rolling Stone concert, although the Common Use Policy (Attachment 1) adopted in 1994 allowed for such uses.

Historically, the Common has been used for a variety of activities as outlined in *Attachment 2*. It has been used as a common pasture, a military parade and camp ground and a dump. The Common has even been used as a horse racetrack (1940's), car race track (1990's), and a special events venue. Since its original creation, portions of the Common have been divested for purposes of new growth for the development of roads. In the late 1800s public institutions were placed on the Common including a university, schools, hospitals, museum, public gardens, parks, sportfields, city operations yards, a fire station, cemeteries and churches.

The very successful 2006 Rolling Stones concert has generated renewed interest in HRM as a major outdoor concert venue in Atlantic Canada. For years, Citadel Hill hosted outdoor concerts, drawing crowds between 15,000 and 25,000 people. However, for several years now, not until the Rolling Stones concert, has HRM actually hosted a major musical group.

By definition a major concert is one that can draw audiences in excess of 40,000 people. Events Halifax¹ has approached staff with a number of potential major outdoor concerts for 2007. Some of these concerts, should they materialize, would be more conducive to the Common while others would be more suitable for Citadel Hill or other smaller sites. It should be noted that concerts on Citadel Hill and on other sites have typically been managed through the HRM Special Events Task Force process with significantly less financial and staffing resources required versus a "major outdoor concert" on the Common.

¹Events Halifax (Eh!) was created in 1998, when Trade Centre Limited gained approval and funding from the Nova Scotia Department of Economic Development & Tourism under the Strategic Initiatives Program to establish the office. Eh! Is dedicated to the identification and pursuit of major cultural and sporting events, both national and international, which could be attracted to HRM. It primarily aims to identify events that are available to a host city and determines if HRM can be that community.

DISCUSSION

As outlined in the December 5, 2006 Information Report - Rolling Stones Summary Report, two pieces of information are still outstanding and would need to be addressed before any future concerts are permitted on the Common. The first is a determination of Council's support to use the Common as an outdoor concert site for "major concerts". Second, because both HRM and Events Halifax are inexperienced in organizing major concerts on the Common a Memorandum of Understanding was recommended to assist in defining clear roles and decision making protocol. This was viewed as an interim measure until such time that a major Events Hosting Strategy is completed.

A) Should the Common be Considered for Future Outdoor Major Concerts?

As the current stewards of the Halifax Common, Council has the responsibility to decide on how the Common is best used. In considering the North Common as a potential site for further major concerts Council needs to apply the Common Use Policy (*Attachment 1*) as well as be aware of several principles which have guided past decisions regarding the Common.

Principle 1 - The Common is used for the Common Good

The original grant seems to be intentionally vague in defining the Common as being "*for the use of the inhabitants of the Town of Halifax Forever*". This was likely to provide some latitude and ability to respond for the Trustees whose job it was and is to determine its use. Throughout its history the most prevalent principle is that the Common was used for the common good of the people of Halifax. By definition the common good equates with helping all people, or at least the majority of them. That is not always easy as there is no strict definition of the "common good" that pertains to each situation. The good that is common between person A and person B may not be the same as between person A and person C. The discussion around Common Good is always going to be subjective. In the case of the Common the present configuration and program of ball fields gardens, hospitals schools etc seeks to benefit the majority of persons. As a park the North Common offers a high level of unfettered access and a number of uses to provide for a variety of personal recreation needs. Major concerts fit into that program.

When considering concerts on the North Common, Council must be satisfied that the event can be enjoyed by a significant segment of the population. Understanding that major concerts are most often pay events and can be above the means of some members of the public, council should also be satisfied that there is an adequate availability of affordable and free access to the Common at other times. Council should also be satisfied that the larger program of events within the city offers a full range of affordability to the public.

In Section 7.1 of the Commons Use Policy Halifax City Council recognizes "*and supports the contribution made by privately sponsored cultural and recreational events on the Halifax Common.*" This statement reflects Council's values of common good around vitality, creating a livable city, recreation and culture and a recognition of economic benefit derived from such events.

This policy further places concerts as a legitimate use on the Commons. However in order to make a decision around a major concert for the Common, Council needs to understand the direct and indirect economic benefits in such an event, opportunities to promote the city and facilitate enjoyment, health and wellness by its citizens.

Principle 2 - Uses of the Common Reflect the Values and Needs of the Day and the Future

Clearly these lands have been used in various ways depending upon the needs and values of the public at the time. They have been used for simple pasturing and defence, as well as to provide facilities for education, hospitals, and public parks at a time when great changes were occurring in our society.

The current uses on the North Common reflect a high value on a large centralized green space with a predominance of open public access. There have always been pay or commercial events and activities on the Commons, however, especially in the North Common, these have been the exception rather than the rule. Council would likely want to continue this practice and ensure a high level of open public access as it does with all its public parks. The temporary nature of major concerts is such that the level of open public access remains high for the North Common when compared with the duration of time when access would be limited.

The Commons Use Policy (*Attachment I*) reflects other public values around promotion, messaging and acceptable advertising. It also allows for Council to judge if an artist(s) is conveying a message which is contrary to the values which Council espouses. Such unwanted messages may involve violence, racial hatred or discrimination. Some of these judgements may involve matters which are subjective at times, but this is a role which Council often must carry out.

Principle 3 - Balancing Use

Balancing use on the North Commons and any other pieces of public open space can be challenging as different types of users do not always mix. Users can feel entitled to their “right to use” over another when a conflict arises or a restriction (permanent or temporary) is put in place. There are currently a variety of uses on the Common which is why it serves so many people. The uses include users walking to other destinations, casual users, sport facility users, dog walkers, skateboarders, athletic teams and just hanging out. The North Commons is a big place, but many users, conflicting use and overuse can negatively affect everyone’s experience.

We know from our experience that concerts are going to cause some degree of disruption. When considering concerts, Council must feel comfortable that disruption and conflict are minimized to an acceptable level. This includes limiting times in which the Commons is not available to other users, ensuring that other areas of the Common remain open and making other facilities available to accommodate displaced users. There will be times when users of the North Common will not be able to use the facility and no adequate accommodation can be made. Therefore, Council needs to be satisfied that the duration of disruption is minimized and the disrupted use is returned as quickly

as possible. This was done with success during the Rolling Stone Concert by only closing off the areas of the Common which was absolutely necessary and opening up the site as quickly as possible afterwards. All in all, the full North Common site was unavailable for just under three days. To give a range of impact, targets for one concert would be to have the entire Commons available to the general public 97 to% 98% of the year for other purposes while two concerts would reduce that availability to 95% to 96% of the year. Because field sports really only occur between seventeen and twenty weeks of the year, the impact is greater on those users, targets would be 88% to 94% availability for sport teams.

The Rolling Stones Concert actually used only three of the eleven ball fields for the stage and crowd although, due to inexperience, staff had planned to take more out of service. Staff did learn that there are opportunities to better scale concerts to reduce impact on other users.

Council should be concerned if the frequency of concert events causes other valued uses to be jeopardized. There is a frequency threshold where concert use would move from acceptable to becoming intolerable. There are ways to ensure that this does not happen. There should be a threshold attendance which would trigger consideration of the Commons as a venue. Currently in the same area there is the Halifax Metro Centre and the Citadel Hill/Garrison Grounds concert site. These both have a proven ability to host concerts although each has a limitation on capacity. Co-ordinating bookings for all three facilities would serve to reduce the number of concerts on the Commons while still deriving the public benefits of these events.

Principle 4 - Protection of the Commons

A basic premise of all resources set aside for the common good is that the stewards must oversee the protection of the resource if it is to be perpetuated. For the Common this must occur at a number of levels. In terms of major concerts, protection is primarily about protecting the grounds and infrastructure on the North Common and surrounding streets. In the case of the Rolling Stones Concert, staff understood that the late summer/early fall date of the concert played a key role in limiting damage to the grounds, disruption to programmed users and the ability to restore the grounds. The results were, that despite the rain and mud, the Common reacted as predicted and it appears that the three fields taken out of service over the winter will be back in service next year as scheduled. As mentioned above there are also opportunities to scale the area utilized for the concert to further minimize damage.

The Stones concert also demonstrated that there are practices which could be better implemented in order to prevent damage to the Common during setup and tear down and by spectators during the concert. These include the building of artificial roads, better control on equipment and travel routes, use of protective covers for hard worn areas behind the stage and in the audience area (*attachment 4*). There are always risks to the grounds associated with any major outdoor events with heavy equipment, weather and large numbers of people. Major stadiums use these measures for concerts with success to keep their grounds in good shape for high end professional teams. These measures

are not fool proof but employed on the Common these measures would even allow for concerts during the summer with a minimized risk of damage. This measure would require some investment by the municipality but the cost/ benefit in wear and tear and the ability to return impacted areas to normal use would make the investment warranted if concerts are going to become annual events. There is an opportunity to make investment and execution of such protection part of the contract with promoters. Council should expect that there may be years when concerts would have to be turned down due to field conditions.

Principle 5 - The Common Cannot Be Considered in Isolation

Council rarely has the luxury of considering anything in isolation. As it pertains to major concerts on the Commons, this principle occurs at a few levels. The most obvious are concerns for surrounding residents and businesses. While it can be a privilege and a benefit to live next to the North Common, it can also be detrimental. Similar to considerations around the principle of Balancing Use, negative impacts upon surrounding neighbourhoods must be minimized. A good deal of effort was put into this during the Rolling Stones event. There are many things which went well and there are things which we would do differently. Communication and managing expectations are key. There also needs to be a recognition that these homes and businesses must continue to operate during concert events.

Another level at which the concert must be considered is upon the functionality of the city. The Commons is in a key central location, which is one of the reasons it is such a successful venue. However, it can impact other functions in other areas of the municipality. Again efforts must be made to anticipate and mitigate any negative impacts. This was done successfully during last fall's concert.

Finally major concerts on the Common must be considered in terms of the municipality's collective reputation as a successful special events host. There is a great deal of experience and resource in providing successful events. The Common is a great venue and it needs to be considered as one of a entire program of events in the municipality.

Recommended Approach

In considering future major concerts on the Common, Council will utilize the Halifax Common Use Policy in its decision making. It is recommended that Council bolster this policy when assessing future concerts by considering the following additions:

- Each major concert will be considered on a case by case basis.
- In making decisions Council will have available review reports of all previous concerts on the Common from the HRM Special Events Task Force.

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- Council will consider opening the North Common for major concerts projected to attract 40,000 persons or more. Concerts of 10,000 and under will be directed to the Metro Centre and Concerts of 10,000 to 30,000 will be directed to Citadel Hill.
- Council will consider placing only two concerts a year on the North Common with the preferred season being mid Sept to the first week of October. No concerts should be held during April, May or June. The following season's decisions regarding concerts will consider the impact of the previous year's events and the anticipated condition of the Common at the date of the concert.
- Council will require a program of measures to minimize disruption to other users of the Commons and neighbourhoods around the Common with the understanding that there are acceptable levels and durations of disruption.
- Council will require the use of protective measures to minimize damage to the Common and put it back into normal use in short order. This is appropriate for all major concerts but is especially pertinent to concerts outside the preferred autumn dates identified above.

b) Proposed MOU

The Rolling Stones concert was undoubtedly a great success, yet the process leading up to the actual event cannot be characterized in this same manner. Although the Common Use Policy outlines the requirement for Council's permission to use the Common for commercial uses, beyond this there is no clear direction for hosting major concerts in HRM. Moreover, although HRM had hosted many major events, this was the first major concert on the Common, so a frame of reference for decision making, negotiations, etc. did not exist.

For these reason, a Major Events Hosting Strategy is required to help clarify HRM's future role in major concerts. However, in the absence of a Major Events Hosting Strategy, and the potential supply of future major concerts, staff require Council's direction on interim protocol. Specifically, ***Attachment 5*** provides a draft Memorandum of Understanding between HRM and Events Halifax which has been under development since December 2006. The MOU is intended to address several assumptions. The first assumption is that major concerts are a type of event that HRM wants to pursue given the economic and tourism development opportunities, as well as the fact that they provide alternative cultural experience for residents. Secondly, it is assumed that Council may consider using the Special Events Reserve (SER) to support these events given the clear linkages to economic and tourism development. Finally, it is assumed that the Common is an appropriate venue for such events, which is not only reinforced through the Common Use Policy, but also by the fact that the potential adverse impacts of the Stones concert were minimal.

Based on these assumptions the focus of the Memorandum of Understanding is on the decision making process and the appropriate protocol for maximizing opportunities for hosting major concerts as they arise. Most important, the MOU attempts to foster a supportive concert hosting environment while at the same time avoid placing Council in the difficult position of making financial decisions without a full understanding of risks and implications, as was the case with the Rolling Stones

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Concert. Specifically, the MOU requires Council to provide an indication of support early on, but also requires a contract be in place before the concert is announced so as to ensure the full extent of risk is understood and has been adequately addressed.

The MOU is an interim measure, and staff recognize there are many outstanding issues that will need to be addressed over the long term. For instance, beyond the funding available through the SER, there are significant infrastructure deficiencies with the Common (ie. power, fencing, protective carpet, semi-permanent hosting facility) which require investment. Such deficiencies will require attention before HRM can actively market the Common as an outdoor concert venue. This said, given HRM's successful bid for the 2011 Canada Games and the Common's significant role in the Games, a unique opportunity for addressing some of these deficiencies is available.

BUDGET IMPLICATIONS

The proposed MOU does not commit HRM to any financial expenditures. It outlines a decision making process and protocol.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

Alternative 1: Regional Council could choose to amend specific components of the MOU.

Alternative 2: Regional Council could choose not to approve the MOU. This is not the recommended alternative.

ATTACHMENTS

Attachment 1 - Halifax Common Use Policy

Attachment 2 - Brief History of the Common

Attachment 3 - Map of the Halifax Common

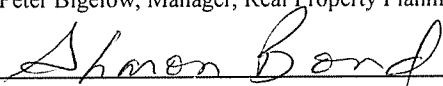
Attachment 4 - Natural Turf Field Coverings for Use During Concerts

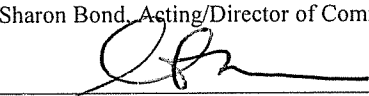
Attachment 5- Memorandum of Understanding with Events Halifax regarding Major Outdoor Concerts

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A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Report Approved by: 
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Attachment 1

Extracts from the Common Plan
Policies Approved by Halifax City Council, Halifax Common Plan (1994)

Private Commercial Use and Funding Policies

- 7.1 The city recognizes and supports the contribution made by privately sponsored cultural and recreational events on the Halifax Common.
- 7.2 Private use of city-owned open space for temporary special events will be permitted through Council approval. In giving its permission, Council will be satisfied that the commercial and private event is for the benefit of the city and that it satisfies all goals, objectives and policies in this plan.
- 7.3 In permitting sponsorship of temporary events on the Common, the city will ensure that any promotion or advertising during the event is consistent with and supportive of the overall cultural and social values of the city and its citizens. Council may identify specific products and causes that will not be permitted.
- 7.4 The city will investigate ways to keep the public informed in advance of privately sponsored events.
- 7.5 Commercial sales will be permitted in conjunction with temporary events, subject to acceptable community standards, as judged by Council.
- 7.6 Private donation of permanent facilities should be permitted provided this does not restrict public use and the display of the donor's name meets city standards.
- 7.7 The city will encourage joint ventures with private or non-profit groups to develop and operate cultural and recreational facilities on the Common.
- 7.8 User charges, where applicable, will be the same as for the rest of the City.

Attachment 2
A Brief History of the Common

- **Land Grant** - The Halifax Common was granted in 1763 by King George III “**for the use of the inhabitants of the Town of Halifax forever**”. The 235acre grant is in the tradition of English commons which were used to convey rights of use for land by the population before the concept of Public Lands were fully developed. The original Common grant was on undeveloped largely swampy land behind the city and its boundaries were originally loosely delineated. As the town grew across the peninsula the Common’s boundaries became defined as what is today Cunard Street in the North, South Street in the south, Robie Street to the West and North Park/Ahern/Bell Road/South Park Streets to the East. Today the Common is still approximately 235 acres in area with approximately 200 acres still being publically owned.
- **Administration** - Under the original terms of the Common Grant the lands were to be administered by a Board of Trustees who determined how they were to be used and managed. This responsibility was handed to the council of the City of Halifax and was cited in the Halifax City Charter of 1841 as common land being “for public and common benefit of the City of Halifax according to the true intent and meaning of the original grant.” With Amalgamation in 1996 the Halifax City Charter was abolished and Regional Council of the Halifax Regional Municipality became the stewards for the Halifax Common along with all other municipal lands. Today public lands are much more prevalent than when the Halifax Common was granted. Today the Commons is largely comprised of public buildings, public streets and public parks. Much of the decisions regarding the common are no different than those regarding other public lands. There is some recognition of responsibilities which stem from the original grant and the intentions articulated under the Halifax City Charter and the Halifax Common Plan of 1994. These are primarily around protection and promotion of the Common’s history and identity and protection against further divestment of public property from the original grant.
- **Uses of the Common** - The original intended uses of common seems to be intentionally vague. Over its history it has been seen as a public resource whose use reflected the public needs of the day. Early on these uses include common pasture, access to fresh water, use as military parade and camp grounds and as a dump. At times the stewards of the Common have also seen fit to divest of portions of the Common (35 acres) to encourage growth of the city, swap for other lands and exchange for the development of roads. Up until the 1860's the majority of the common was open land. After that time the City Council and the Province began placing public institutions on the common. These include a university, schools, hospitals, museum, public gardens, parks, sportfields, city operations yards, a fire station, cemeteries and churches. These were primarily in the southern section where they did not interfere with firing site lines from the citadel and the military did not object. In the north

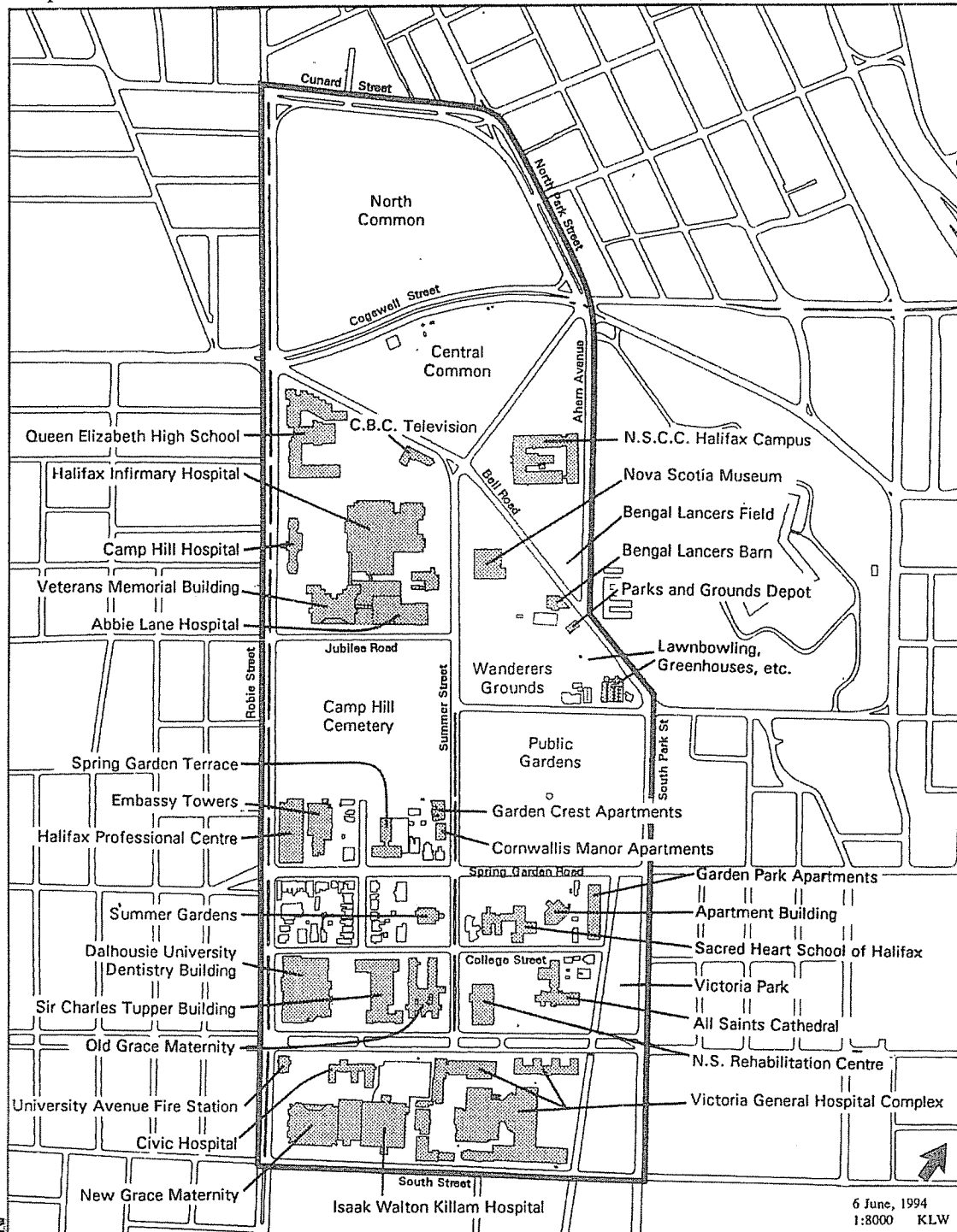
section the area from Jubilee Road north were not permitted to be built on as the British Military reserved clear firing sight lines from the back side of the citadel to guard against a land based attack. A good deal of the North Common was used by the military for drill grounds and military camps. The Armouries was built just off the Common in 1899 for this reason. In 1942 these restrictive lines were lifted which allowed the construction of Queen Elizabeth High School, the Vocational School in 1949 and CBC Studios in 1952. The remaining open lands in the north (43 acres) are what most people understand as the Common. These lands found wide use as a recreation open space. Such a large piece of open space has since found ready use as a horse racetrack (1940's), car race track (1990's), special events venue(1860 to today), sportfields (1920's to today). Today over half of the common remains as public open space including the north and Central Common, Wanderers Grounds, Public Gardens, Victoria Park, Camp Hill Cemetery and public streets..

- **Commercial Events** - There is an impression that the Common cannot be used for commercial use. That is not the case. The Common has a history of pay for commercial events including horse racing, sporting events, concerts, circuses and fairs. To clarify this ambiguity the Halifax City Charter was changed in 1992 and in 1994 a Commons Policy (see attachment 1) was adopted which clearly allowed for commercial and special events as long as they were approved by Council and met the goals, objectives and policies of the 1994 Halifax Common Plan.

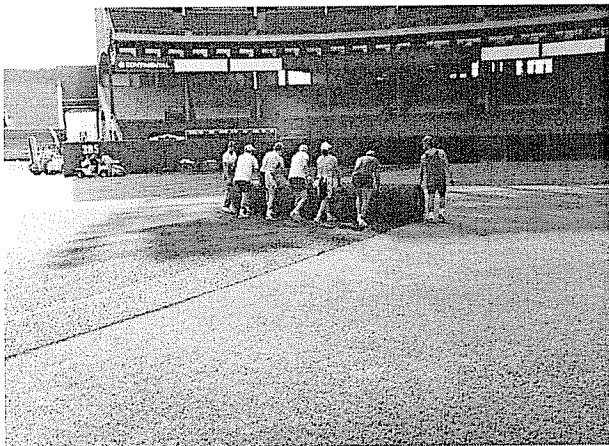
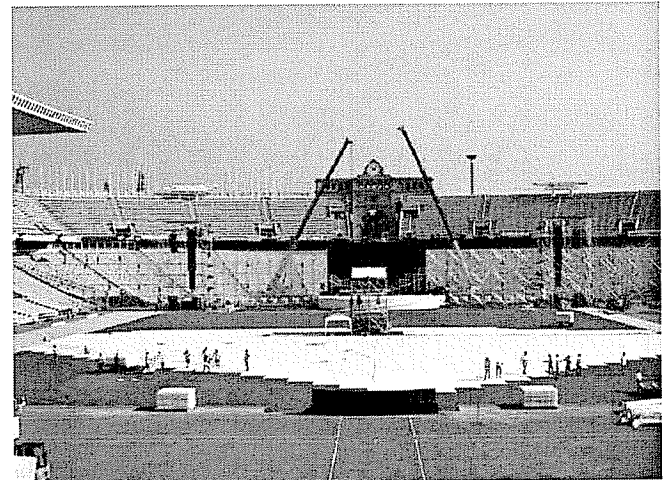
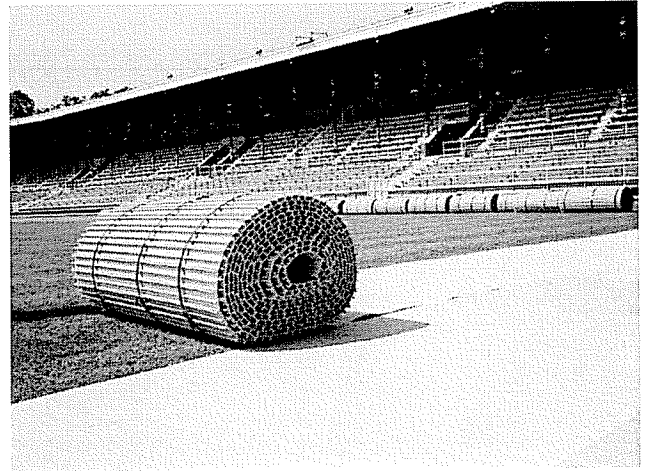
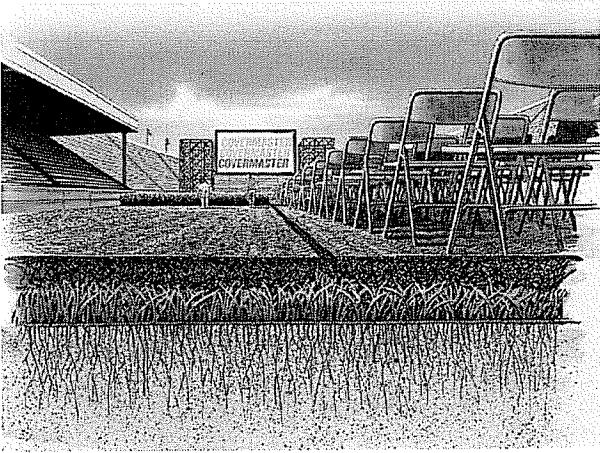
Attachment 3

Map of the Halifax Common

Map 6: Halifax Common - Selected Features



Attachment 4
Protective Coverings and Applications for Concerts on Natural Fields



Attachment 5

***Memorandum of Understanding
Halifax Regional Municipality & Events Halifax (Eh!)
Draft February 14, 2007***

1.0 Background

The future for HRM in terms of hosting major concerts looks promising. The Rolling Stones Bigger Bang Tour played in HRM on September 23, 2006 on the Halifax Common. The Rolling Stones concert is purportedly the biggest touring production in North America, and certainly the largest of any gated outdoor concert ever staged in HRM.

The Halifax Common served as an excellent site for the concert. Although the potential impact to the Common was an initial concern, overall damage was limited and managed well. Based on this experience, there is a strong desire to attract more concerts to HRM, and in the process, to develop the Common as a world class outdoor concert venue.

At present, HRM does not have a policy or framework to assist with decision making around future major concerts. Rather, HRM's approach to major event hosting, including the Rolling Stones concert, has traditionally been reactive in nature. Consequently, before any commitment can be made, significant analysis is needed. For instance, what is the potential supply of major concert events over the long term? Should the Common become a permanent outdoor concert venue and if so how many concerts could it sustain? Over the years, HRM has received an increasing number of requests for funding, but what is an appropriate amount and should HRM be funding private sector concerts? There is also the question of the costs? Are HRM servicing costs competitive with other centres? Are there alternative approaches to servicing events that would not compromise the risk to human safety? Finally, what are the impacts to surrounding neighbourhoods and residents?

2.0 Introduction

In the absence of policy and the need for additional analysis, this MOU provides an interim framework to guide decision making on future major concerts. The MOU provides clarity to all major partners involved in attracting and facilitating major concerts events in HRM. It provides an interim decision making framework for determining HRM's role and involvement in the hosting of major concert events. The MOU will be in effect until such time that Council adopts an HRM Major Event Hosting Strategy. At this time, the MOU will be repealed.

2.1 Roles and Responsibilities

Although each organization has different roles, aligning efforts and activities could realize benefit to the community at large. Working collaboratively to achieve results and to maximize benefits to the community while growing the major event industry is key to HRM's success. The following outlines the key roles and responsibilities of each primary partner:

2.1.1 The Role of Events Halifax (Eh!)

Eh!'s role in major outdoor concert events is to:

- a) identify major concerts of both national and international caliber which could be attracted to HRM;
- b) actively negotiate with major concert organizers to locate concerts in HRM;
- c) contract with the concert organizers to procure the concert in HRM;
- d) contract with HRM to create a detailed understanding, including all financial requirements, of the roles and responsibilities of both organizations;
- e) facilitate food and beverage vending for concerts, if desired by the concert organizer (may create a revenue stream for Events Halifax as was the case with the 2006 Rolling Stones concert);
- f) subscribe to HRM's festival and events grant application process;
- g) operate within the conditions of the application process and all requests will be congruent with HRM's budget processes, and where specific funding amounts are uncertain, Eh! will apply based on a best estimate of the amount required;
- i) assume risk to facilitate procuring a given concert (eg. reclamation of the concert site) when deemed required and acceptable;
- j) communicate with the public regarding concert program related information;
- k) assist the concert organizer in procuring service providers including private sector as well as municipal, provincial and federal governments and ensure the promoter complies with all standards, by-laws, etc. that affect the concert (eg. physical accessibility to the site);
- l) provide HRM with insurance indemnifying the HRM from all areas deemed to be under the care and control of Events Halifax;
- m) communicate with HRM on all concert details that are the municipality's responsibility and obtain approval before any action is taken regarding these responsibilities; and
- n) any other area of concert organization that is not outlined above that is agreed upon by the two parties (HRM & Events Halifax) as an Events Halifax responsibility;

2.1.2 The Role of HRM

HRM's role in major outdoor concert events is to:

- a) contract with Events Halifax to create a detailed understanding, including all financial requirements, of the roles of both organizations;
- b) facilitate permission from DND for access to Halifax Armories, if required & possible;
- c) oversee all concert event planning with regard to HRM services & infrastructure logistics as well as HRM By-laws working directly with the site manager;
- d) when required assist Events Halifax in procuring the necessary delivery of private sector, provincial, and federal services or infrastructure required to operate a concert;

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- e) facilitate the development and implementation of an operational plan through the HRM Special Events Task Force;
- f) communicate directly with site manager on all HRM Special Events Task Force issues
- g) communicate directly with the public on HRM services & other responsibilities (eg. displacing regular site users);
- h) lead negotiations on a Service Contract between HRM, Eh!, the Province and Federal authorities when applicable;
- i) outline roles and responsibilities of HRM, Events Halifax, and the Province and Federal authorities when applicable;
- j) consider financial assistance through the Special Events Reserve;
- k) procure rain insurance for the site if deemed appropriate;
- l) communicate with Eh! on all concert details that are Eh!'s responsibility and obtain approval before any action is taken regarding those responsibilities;
- m) set the parameters of use and protection of the HRM site and infrastructure
- n) any other area of concert organization that is not outlined above that is agreed upon by the two parties (HRM & Events Halifax) as an HRM responsibility

2.1.3 Provincial Liaison Role:

The province's role in major concerts is to:

- a) facilitate the provision of provincial services or infrastructure required to operate the concert;
- b) sit as the official Provincial liaison on the Special Events Task Force; and
- c) when appropriate, the Province will provide financial assistance through grants.

3.0 Response Protocol

Experience has shown that Events Halifax, HRM and the Province need to begin communicating at least 6 months in advance of a planned major concert event. In order to ensure a seamless process and service delivery, the following table provides a detailed response protocol leading up to the major concert event. This process would only begin upon written notification from Events Halifax advising HRM of a proposed major outdoor concert for the Common and date. Furthermore, HRM will only initiate this protocol for concerts expected to draw 30,000 or more people.

Month 1	<ul style="list-style-type: none">• HRM confirms the Common can sustain a major concert without significantly impacting existing planned events;• HRM procures protective covering for Common
Month 2	<ul style="list-style-type: none">• Eh! confirms procurement of major concert and [provide HRM details (date, attendance);• Pursuant to the Common Use Policy, Council confirms permission to use the Common;

**Use of the North Common and Memorandum of Understanding with Events Halifax
Regarding Major Outdoor Concerts - 16 - March 6, 2007**

	<ul style="list-style-type: none">• HRM engages Provincial Events liaison;• HRM facilitates SETF meetings to include discussion on concert planning;• HRM establishes internal staff concert team (legal, finance, procurement, Special Events Coordinators, SETF) to oversee contract and logistics;• HRM identifies potential financial issues in support of the concert (ie. upgrades, equipment rentals, etc.) and captures these through contract or budget process;• HRM begins contract negotiations with Eh! and• Eh! submits application for SER funding.
Month 3	<ul style="list-style-type: none">• HRM engages DND to determine availability of Armouries, if required by the site manager• HRM develops Communications Plan• HRM completes draft contract and tables for approval by Council.• HRM, Eh! and promoter announce concert;• HRM confirms funding through SER
Months 4 - 6	<ul style="list-style-type: none">• HRM continues Event Planning with SETF• Ticket Sales Begin• HRM begins implementation of the logistics plan• Concert Promoter load-in• Concert Tear-down• General Housekeeping/Accounting etc.

Signatures

Dan English, HRM CAO

Grant MacDonald, General Manager, Eh!