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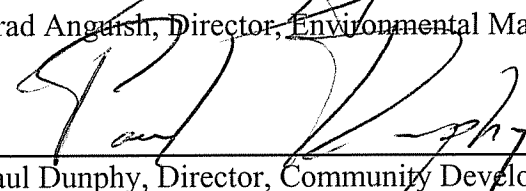
Halifax Regional Council
December 5, 2006

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Brad Anguish, Director, Environmental Management Systems



Paul Dunphy, Director, Community Development

DATE: November 29, 2006

SUBJECT: Rolling Stones Summary Report

INFORMATION REPORT

ORIGIN

1. September 26th, 2006 Information Report indicating a Rolling Stones Summary Report will be prepared and tabled within 6 to 8 weeks of the concert.
2. November 14th, 2006 Information Report indicating there had been delays beyond staff's control in obtaining key documentation necessary to complete the Summary Report and that a report would likely be forwarded to Council in early December, 2006.

BACKGROUND

In Spring 2006 following significant negotiations between Events Halifax (Eh!) and Donald K Donald (DKD), the date of September 23, 2006 was identified for HRM on the Rolling Stones North American Tour. The potential for a "mega- concert" was discussed with "The Who" or "Aerosmith" as prospective opening acts. Given such a potential combination of marquis acts the attendance was originally estimated in excess of 80,000.

The Venue

Eh! 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 two were preferred - Shearwater and the Halifax Common. After approaching Department of National Defence,

Shearwater was quickly eliminated upon learning of operational conflicts, so the Common became the focus for hosting the event. The Common had not been used in the past for large scale ticketed events like the Rolling Stones concert, although a Common Use policy (*Attachment One*) adopted in 1994 allowed for such uses. Eventually, Regional Council approved the use of the Common and shortly thereafter, approved an exemption to the HRM Noise Bylaw through a public hearing process which may have otherwise prevented the concert from occurring on this site.

Funding Contributions

After preliminary estimates were completed regarding the incremental costs of providing necessary Government and Private Sector services to the concert and the cost of potential repairs to the Common, it became clear that government funding contributions were going to be required in advance if the event was going to happen. Upon securing the tour stop, HRM Regional Council was approached to fund the event through the Special Events Reserve. The Special Events Reserve, established in 2002, is funded through a local hotel tax levy to help offset the cost of local services, such as policing, fire, and emergency health that are necessary when hosting a major event. The Reserve is intended for non-annual, economic, cultural and sporting major events. Council approved a grant of \$100,000.¹ At the same time, the province approved a grant of \$140,000 which was used to directly offset the cost of policing the event.

Provision of Services Agreement

After examining HRM's role in conducting the concert, it was determined that Eh! was best suited to be in the role of concert organizer (thus having the direct relationship with the Promoter) and HRM would concentrate on its core business - the provision of support services. Unlike any other major event in HRM, a service agreement between Eh! and HRM was negotiated. As per Council's direction, the contract was intended to minimize risk to HRM and to clarify the conditions for use of the Common, services provided by or through HRM, and the responsibilities of Eh!. A working contract was drafted early in the process with the final document signed by both parties on September 13, 2006.

The Provision of Services Agreement inclusive of the municipal and provincial funding contributions and the partnership with Eh! ultimately enabled the concert to proceed with acceptable risk to all key stakeholders, namely HRM, Eh!, and the Promoter. The purpose of this information report is to summarize the following:

- a. Economic impact of the concert;
- b. Provision of government support services to the concert;
- c. Halifax Common as a concert venue;
- d. Key considerations and actions toward hosting future concerts; and
- e. Budget implications arising from the concert.

¹ The 100,000 was achieved by using \$50,000 from the Special Events Reserve, \$15,000 from the Capital District, and \$35,000 to be raised through fundraising, with any shortfall offset through the Special Events Reserve, and other HRM operating budgets.

DISCUSSION

On Saturday, September 23rd, 2006, approximately 50,000 concert goers braved less than perfect weather conditions to see the Rolling Stones “Bigger Bang” Tour play 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. On that same evening HRM also played host to four cruise ships, a NHL hockey game at the Metro Centre, a concert at the Rebecca Cohn, Atlantic Film Festival Closing Gala, as well as a football game and reading festival which occurred earlier in the day. Suffice to say there were numerous challenges to managing HRM’s downtown core throughout the conduct of these special events.

Overall, the concert event and the other special events were very successfully planned and executed without any significant incidents or reduction of service in the remainder of the municipality, proving yet again that HRM has tremendous capability for hosting major events.

Economic Impact

Eh! suggests the economic benefits to HRM far outweigh the direct costs of conducting the concert. Specifically, Eh! estimates the total economic benefit at approximately \$8 million. Of the 8 million, approximately \$2 million was generated through local services rendered for the site preparation, including labour, equipment, construction, while \$6 million was generated through concessions, restaurants, and hotels. This economic impact estimate would have been higher had the weather been better. The concert also proved to be a good tourism and promotion draw. An exit survey conducted by Eh! found approximately 56% of concert attendees were from outside of HRM, with 32% from outside Nova Scotia and 12% from outside Canada. Further, when asked about the primary reason for coming to HRM, approximately 85% indicated it was to attend the event. This said, a survey of local businesses found “50% of businesses experienced less than normal business, 46% found the concert to negatively impact their businesses, yet 69% felt there should be future concerts on the Common”². Again, the inclement weather experienced during the concert impacted these survey results.

The economic benefit was ultimately enabled through financial contributions from both HRM (\$100,000) and the Province of NS (\$140,000). The net incremental cost to HRM in conducting the concert event is expected to be \$50,000 after all recoveries are received as outlined in the budget implications section of this report.

Provision of Government Support Services

HRM was the lead agency in providing and coordinating government support services to the concert. These services were executed via HRM’s Special Events Task Force (SETF) and governed by the Agreement established with Eh! As per the agreement HRM provided the following services:

- a. Access to Halifax Common including access to on-site utilities
- b. Access to the Halifax Armouries (Federal)

² Source: Downtown Halifax Business Association

- c. Police Services both internal and external to the concert site
- d. Fire & Emergency Services
- e. Paramedic Services through Emergency Health Services (Province)
- f. Traffic Management

The only government service provider that was not negotiated in the Agreement was Capital District Health (Province) for the provision of field hospital services. Capital District Health negotiated their services directly with Eh!

In addition to the services directly provided under the Agreement, HRM also provided a special transit service, as well as in-kind services for local community relations management, GIS site mapping and project/site/risk management. The SETF served as the coordination committee for all event planning including compliance agencies such as HRM building permits, Department of Justice (event security), Medical Officer of Health (event hygiene), etc.. At the request of Eh!, HRM also opened the landfill and the sludge lagoon after hours on a cost recovery basis to allow rapid disposal of solid waste and to ensure that the approximately 500 porta-potties would not reach capacity.

Attachment Three - Summary of Government Services Provision provides an overall account of the concert event services that HRM provided/coordinated. From all accounts, the concert was well run and free of any major incident. Leading up to, during, and post event there were no reports of assault, robbery, or vandalism, nor personal injuries of any significance beyond what would normally be experienced on a Saturday evening. Regular municipal service levels were maintained throughout the remainder of the municipality at all times. HRM Transit Services provided service to approximately 35,000 (70,000 passenger trips), and overall nuisance and property damage complaints were minimal and less than anticipated. As a result of the significant Transit ridership, traffic flowed well to and from the event and did not exceed that typically experienced on a busy weekend in the downtown core. This successful execution is directly attributable to the citizens of HRM and all concert-goers who heeded the advice provided via the community relations program.

Certainly the conduct of the event was not perfect and there were several lessons learned that should be applied when hosting future major concerts. These lessons learned are documented in Attachment Three.

Halifax Common as a concert venue

The **Common Use Policy** (Attachment One) adopted by the former City of Halifax in 1994 states that “private events and commercial sales in conjunction with temporary events are permitted on the Commons, pending Council’s approval”. In accordance with the Common Use Policy, exclusive access to the Common was provided to Events Halifax for the conduct of the Rolling Stones concert in exchange for \$1.00.

In less than one week the Common was quickly transformed into a stunning concert venue. The use of the Common for the outdoor rock concert was viewed highly favourable by the promoter. The site easily accommodated the load-in of the stage concessions, support facilities, and spectators. The

proximity and use of the Armouries as the dressing room for the Rolling Stones and the local hotels (within walking distance) as accommodations for the work crews was also highly beneficial. Industry experts present at the concert suggested the Common could easily host a gathering between 80,000-100,000 attendees. Another promoter described the Common as one of the most attractive outdoor venues they had seen.

There were two primary concerns regarding the use of the Common for an event of this magnitude:

- a. Nuisance impacts and disruption to the local community such as detours, parking restrictions, business continuity, noise, loitering, vandalism, etc.; and,
- b. Damage to the Common and subsequent loss of use.

A number of factors attributed to the mitigation of almost all local community issues: the establishment of a community newsletter "Concert on the Common" that was distributed to approx. 4,800 local residences/businesses, the establishment of a local community hotline 490-7000, the conduct of a Noise Bylaw exemption hearing, and the overall responsiveness of local area Councillors, staff, and the Promoter to individual complaints. In staff's opinion there were no local issues encountered that are not manageable in conducting future events. The volume and type of complaints received is discussed in more detail in Attachment Three under Community Relations. It should be noted that the community newsletter and hotline remained in effect even after the concert to ensure that the feedback was collected regarding the entire concert experience.

Regarding damage to the Common, despite the extreme magnitude of construction that occurred and the continuous rain encountered during the Concert, the Common withstood the impact of the event relatively well. The majority of the Common was reopened for limited use of the public within one day of the event and was returned to playable conditions within one week; in fact, football practice as well as some of the regular league games resumed use of the Common on the Wednesday following the concert. Approximately five acres (constituting three of eleven baseball fields) were negatively affected and required repair. Of this five acres, just over two were severely affected. Other than the expected turf damage, there was no damage to curbs, streets and sidewalks, trees, shrubs, planting beds, lights, fountains or other infrastructure with the exception of minor damage to a light standard conduit and wiring during concert tear down (the associated costs are being recovered from Eh!). Without the inclement weather, turf damage would have been less.

Contractually, Eh! is responsible to HRM for returning the Commons to its pre-concert state or better. To that end, Eh! awarded the bid for remediation (via competitive process) to a local landscaping contractor. The cost for this work is approx. \$49,000.00 and the work is guaranteed. The work began Monday Oct. 9th. and lasted approximately 2 weeks. The work included aeration, overseeding, and fertilization of approximately 5 acres, as well as sodding of some 3000 square yards. HRM staff has erected a perimeter fence around the affected site to which Eh! has provided \$5,000.00 to cover the cost of installation and removal. HRM staff worked on the west half of the Common on areas least impacted by the concert. Staff have aerated, overseeded, and top dressed this area. Staff have also been working at refurbishing the infields of the ball diamonds. This is routine work that is normally done in the fall. Eh! is contributing \$ 5,000.00 toward the materials to carry

out this work. The backstops and fencing removed from three baseball diamonds have been re-installed with the costs being recovered from Eh!. The entire Common is already showing great signs of rebounding staff are encouraged at the progress to date.

In determining whether or not the Common should be considered for future outdoor concerts, the current ***Common Use Policy*** should be amplified/clarified to specifically address access to the Common for concert events. Most prominent in the policy amendments required will be the need to define acceptable times of year when HRM might host concerts, given that there can be significant impacts to general access and recreational use should significant damage occur early in the spring/summer. To that end, staff will be tabling a report in near future to amend the Common Use Policy through a stakeholder consultation process. It should also be kept in mind that when accessing the Common for future events the Armouries may not always be available due to military priorities.

Should Council ever desire (through stakeholder consultation) to establish the Common as a permanent venue for a regular roster of major outdoor concert events, the current state of the Common would not be practical unless some infrastructure improvements were made. For example, acquisition of a protective turf overlay as well as installation of a permanent power supply, predesignated backstage areas, accesses, locations for temporary roads, service entrances for electrical, water and communications would create a better venue, minimize damage, shorten disruptions, reduce the planning effort, and potentially reduce costs in the long term. However, given that the potential supply of major concert events over the long term is currently unknown to staff, staff would not advise any major concert-related infrastructure investment be made in the Common until more information on market potential is known.

Future Concerts in HRM

According to Eh!, the Rolling Stones concert event “provided tremendous exposure for the HRM and showcased the Halifax Common verifying that the facility has the potential to be one of the best “open-air” concert venues in North America. Already the major concert promoters in this country are seeking out opportunities for the site.” However, staff understand that while the availability of concerts is increasing and the mega-concert sector is showing dramatic growth, there is increasing competition throughout North America as a growing number of municipalities are vying for the economic impacts that accompany major shows. For HRM to be competitive in this sector, there are essentially three key criteria: size of market, venue, and “event-friendly” municipality.

Size of market to support ticket sales: According to Eh!, “a commonly held perspective is that the Maritime population is sufficient to support a single concert from a marquis act, but subsequent shows are unlikely to be financially viable.” HRM has an advantage in that it is the largest municipality with the largest population in Atlantic Canada.

Venue: As stated earlier in the report, Halifax has the potential to be one of the best open-air concert venues in North America. With Citadel Hill potentially capable of handling concerts up to 40,000 and the Common capable of handling concerts in the 80,000 to 100,000 range, HRM is uniquely situated with these venues located directly adjacent to a core business district. The venue location

not only increases the overall concert experience but also maximizes the economic benefits.

“Event-friendly” municipality: Being an “event-friendly” (aka “promoter-friendly”) municipality is comprised of two key components: adequate supply of competitively priced services from both Private and Government sectors and streamlined service delivery.

Regarding competitively priced services, there are now a number of Canadian municipalities with mega-concert experience to which HRM can benchmark its method and cost of providing event services. Staff will analyze these benchmarks and, if required, examine ways of cutting service costs. Measures such as scaling back services, investigating rain insurance for major events, and relying more on a volunteer structure for service delivery (as currently done in some municipalities) all have potential merit. Current municipal trends seem to indicate that some consideration will also need to be given to government contributions as a way of offsetting service costs to be competitive in attracting events.

Regarding streamlined serviced delivery, this is probably HRM’s biggest area in need of improvement. Unlike most other municipalities in Canada, HRM’s effort for the Rolling Stones involved coordinating and delivering services (inclusive of permitting) across all three levels of government. Other concert municipalities typically have direct control over all service delivery aspects however in HRM, municipal staff must rely on the Province for the provision of paramedic services (Emergency Health Services), field hospital services (Capital District Health), compliance inspections for electrical (Public Works), hygiene/health (Medical Officer of Health), and private security (Department of Justice). HRM also had to rely on the Federal Government for the provision of the Armouries and the services provided therein. This factor, when combined with the challenge of just delivering multiple municipal services, made the decision chain unnecessarily long and unresponsive in the eyes of the promoter. Further, where this was the first ‘mega-concert’ in HRM’s history with the number of concert-goers originally forecasted at 80,000 and where this was the first “Concert on the Common”, understandably, all levels of government and Eh! wanted to ensure that their particular responsibilities were going to be executed to the best possible standards. While this potential “over compensation” in the execution of duties did ultimately result in a very safe and well executed concert, it drove costs and unnecessarily frustrated the promoter at times.

The Rolling Stones concert has highlighted the need for HRM to optimize its performance as an “event-friendly” municipality. Staff are currently preparing a Request For Proposal (RFP) to develop a Major Event Hosting Strategy as a priority task. This RFP will be forwarded for Council’s consideration early in 2007.

A Major Event Hosting Strategy will require time and significant stakeholder consultation. However, given that there may be concert opportunities in the short term, staff are currently reviewing whether there is a need to establish an interim Memorandum of Understanding with Eh! for the conduct of major concert events that HRM may wish to host in the short term. This issue will be addressed in a separate report to Council in the very near future.

Summary

HRM overcame numerous significant challenges in hosting multiple major events in addition to the Rolling Stones “Bigger Bang” Tour on Saturday, September 23rd, 2006. Based on the success achieved, it would appear that there is already interest in the industry to host another large concert in HRM. If HRM is to be competitive in attracting major concert events in future, it is imperative that HRM work with other levels of government to streamline the provision of government services and to examine opportunities for a reduction in servicing costs, thereby creating a more ‘event-friendly’ municipality.

Special thanks must be given to HRM’s partners: Eh! (and their sub-contractors, most notably Tony Martin of FAMEntertainment), the Province, and Department of National Defence for their key contributions in making the first-ever ‘Concert on the Common’ a big success. The members of HRM’s own Special Events Task Force are to be commended for their personal sacrifices made in assuming concert support duties in addition to their normal duties. Of course, thanks must be given to the Promoter, DKD, and their production managers Ken Craig and Simon Garner who displayed extreme patience and professionalism in working through the issues with the SETF for this inaugural event. Extreme gratitude is extended to the Rolling Stones and Live Nation organizations for making HRM a stop on the Bigger Bang Tour. Special recognition needs to be given to the residents and businesses in the surrounding neighbourhoods to the Common (as well as the local area Councillors) who tolerated the disruption and provided valuable feedback to staff toward improving the overall concert experience. Finally, HRM would like to thank the concert-goers who heeded warnings of potential traffic congestion, respected personal/public property and each other, and braved the weather conditions in demonstrating the tremendous community spirit for which HRM has become known.

BUDGET IMPLICATIONS

HRM’s net expenditure incurred for hosting this event within the framework of the Agreement signed between HRM and Eh! was \$100,000. This represents the non-recoverable portion of HRM’s contribution to the event as stated and approved by Council on July 4, 2006. All other costs of \$218,791 (after backing out the \$140,000 grant from the Province of Nova Scotia) for direct services provided by HRM and other third parties are fully recoverable from Eh! as per the Agreement (see Table 2 below). These direct services were provided for \$78,166 less than the guaranteed maximum prices quoted in the Agreement. In accordance with the Agreement, these savings flow through to Eh! in recognition of the concert risks taken. The majority of savings were achieved by reducing the number of police officers deployed post-concert as well as deploying Constables at a lower pay level wherever feasible. Please refer to Attachment Two for a breakdown of the recoverable costs.

Table 2

	Actual Amounts
<i>Revenues</i>	
Recoveries from Eh!	(\$218,791)
Total Recoveries	(\$218,791)
<i>Expenses</i>	
Direct Costs \$(358,791-140,000)*	\$218,791
HRM Contribution	\$100,000
Net Expenditures before Enhancement Fund	\$100,000
Less: Commons Enhancement Fund Contribution	(\$50,000)
Overall HRM's Expenditure	\$50,000

**\$140,000 is the Province of NS contribution*

While HRM provided a \$100,000 contribution, the Agreement established with Eh! provided for the establishment of a \$50,000 Commons Enhancement Fund (under HRM control) from Eh!'s excess revenues. This Fund approach was established in partnership with Eh! in recognition of the risks that HRM would have assumed had repairs to the Common exceeded approximately \$120,000. Where repairs to the Common were only \$60,000 (approx), Eh! has confirmed that the Commons Enhancement Fund will be established. **These contributions from Eh! ultimately reduce HRM's total net expenses relative to the Agreement from \$100,000 to \$50,000.**

Transit services and community relations services were provided outside the framework of the Agreement with Eh!. While the goal was to break-even on the provision of special transit services (bus and ferry) to the concert, HRM's gross incremental costs of \$70,800 exceeded farebox revenues resulting in a net loss of approx. \$5,000. As well, HRM covered the approx. \$2,500 incremental costs associated with the distribution of the five community newsletters to 4,800 local residences/businesses in support of local community relations. Staff has requested the recovery of both the transit and community relations costs (\$7,500) from Eh!'s event revenues. In recognition of the strong concert partnership, Eh! has advised that it is their intention to address the \$7,500 from the event revenues if at all possible; however, they could not confirm at the time of report writing as their accounting has not been finalized.

HRM has also established a recoverable claim for damage to a light standard conduit and wiring during the stage tear down. The light standard has been repaired and the costs will be (approx. \$7,300) recovered from Eh!.

Eh! has agreed to reimburse HRM for all amounts billed and the cheque is expected by end of the first week of December 2006.

(All figures are before 14% HST)

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.

ATTACHMENTS

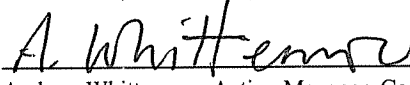
Attachment One - Summary of Common Use Policy

Attachment Two - Summary of Costs

Attachment Three - Summary of Government Services Provision

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.

Report Prepared by: Mike Gillett, Coordinator, Civic Events & Festivals, 490-4740

Report Approved by:  Andrew Whittemore, Acting Manager, Community Development, 490-1585

Attachment One
Extracts from the Common Use Policy
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 Two
Summary of Costs
Summary Costs of Core Services Provided by HRM & EHS (amounts exclude HST)

Service Provided	Max Price per Agreement	Actual Cost	(Saving)/Pressure
Policing	\$149,300.00 (note)	\$77,857.24 (note)	(\$71,422.77)
Medical	\$55,751.00	\$55,671.00	(\$80.00)
Traffic	\$33,400.00	\$26,105.70	(\$7,294.30)
Commons Rental	\$1.00	\$1.00	0
Fire & Emergency	\$9,000.00	\$9,650.64	\$650.64
Totals	\$247,452.00	\$169,285.58	(\$78,166.42)

Note: Price/Cost reflected has already factored in \$140,000 contribution from the Province.

Summary of Flow-Thru Costs (amounts exclude HST)

Service Requested Through HRM	Supplier	Amt. Paid by HRM
Armouries Facility rental	DND	\$13,997.73
Armouries Bartender	DND	\$140.00
Armouries Security	Commissionaires NS	\$4,385.94
Aerotech Lagoon	HRM	\$741.89
Washroom disinfection	R. Hines Maintenance Ltd.	\$128.00
Disconnect/reconnect light poles	CableCom	\$4,610.54
Vendor Inspections	HRM	\$1,200.00
Removal/replacement of backstops	Eastern Fence Erectors	\$6,783.00
Removal/reinstalling fences	Eastern Fence Erectors	\$6,247.00
Securing water fountain	HRM	\$1,869.89
Dressing Soil	Kynock Resources	\$1,846.50
Turf grass mix	Halifax Seed	\$1,487.50
Boom truck rental (turf restoration)	Mills Heavy Hauling	\$487.50
Local residents parking	Cygnus Diving	\$40.00
Road Oils	HRM	\$72.61
Plumbing materials (concessions)	HRM	466.96
Fencing (costs capped at \$5,000)	HRM	\$5,000.00
Totals		\$49,505.06

Attachment Three

Summary of Government Services Provision

POLICE SERVICES

The mandates and responsibilities of Halifax Regional Police (HRP) members were as follows:

- Site Security and Site Perimeter Security
- Operational Support
- Coordination of Intelligence
- Media Relations
- Coordination of Public Order
- Prisoner processing
- Coordination of Escort and Traffic Control
- Criminal Investigation

The total number of officers assigned to the concert:

Saturday September 23:

0001-0800 hours = 38 (These officers were relieved from duty two hours early)

0800-1600 hours = 79

1600-2400 hours = 146

Sunday September 24:

2400-0600 hours = 123 (This was the budgeted assignment. Due to lack of crowds in the Downtown core this number was reduced by 50 officers to 73).

In addition, the RCMP were contracted to provide assistance with the CCTV installation and monitoring and to provide air surveillance. Two members of the Integrated CID were required to work as part of the plainclothes unit assigned to the concert.

Given that no HRP officers were removed from their regular patrol areas to staff the concert, all assignment was at the overtime rate. Wherever possible, Constables at a lower rate of pay were utilized to reduce costs. HRP's flexibility in scaling the Police response after the concert to the lack of crowds in the Downtown and the surrounding concert area resulted in significant cost savings of approx. \$71,000. The original budget was established at \$289,300 and actual costs were \$217,857, of which there were one-time CCTV acquisition costs of approximately \$20,000. These incremental operations costs will be fully reimbursed by Eh!

Provision of a safe and peaceful environment - during the time period leading up to the event, during the event, and post event there no reported incidents of assault, robbery, or vandalism. These were of significant concern prior to the event not only to police but to the general community as evidenced by the number of inquiries received from the public in relation to the security of their neighborhood. During the period covered by the police operational plan there were no reported incidents of violence or property related crime that could be associated to the event. Early concerns were also raised in relation to traffic congestion that would lead to motor vehicle accidents. The traffic control plan was effective in limiting the number of traffic collisions on the routes leading to and away from the concert venue. Actual noise, nuisance and

property damage complaints were the same as would be normally experienced on a Saturday evening.

The overwhelming majority of the arrests (91) were for public intoxication. These were individuals that were in such a state that they were unable to navigate safely and their arrests were as much for their own personal safety as to maintaining public order.

The very visible and sizeable police presence in the Downtown Core was very effective in maintaining orderly behaviour and protecting property and deterring the undesirable behaviour that can be associated with large outdoor events. It was also a major factor in creating with the public, both those in attendance and the surrounding neighbourhood, a sense of safety and security.

Protection of the general public, peace officers, emergency personnel and property - as stated above there were very few incidents of criminal activity or disorderly behaviour. While the Commons was the immediate focus of the plan, significant concerns were raised by neighbourhoods in the South and West end of the peninsula in relation to the impact of post concert activities. The overall impact of the concert on these communities was minimal. This was achieved by way of a visible police presence during the periods leading up to the concert and after the event had concluded. As the concert participants egressed from the North Commons, uniformed police officers walked with the crowd to the Transit pick up points to ensure their safety and to provide security for the personal and real property in the neighbourhoods that the large crowds were travelling through.

Strengthening of partnerships - the success of the Police plan was enhanced through the partnerships developed with Councillors, Downtown and Quinpool Road Business Commissions, and the Capital District Health Authority. Informing these individuals and groups early in the planning process of the impact Police would have on their daily activities elicited high levels of cooperation in making this event work. Many complaints and concerns were raised, but the partnerships developed helped mitigate any negative outcomes that arose from the police actions in their community.

Demonstration of the merits and benefits of adopting a Community Response approach- the ability of Police to leverage other HRM Business Units in the furtherance of the police plan worked extremely well; in particular, RCMP, Transit, Traffic Services, Fire, Corporate Communications, Regional Operations. This leveraging of the assets of multiple HRM Business Units was the greatest single factor that contributed to the success of the event. The coordination of Police activities with the Transit planner was critical in the efficient transportation of 50,000 people away from the event site in less than a 90 minute period. This cooperation along with the assistance of Corporate Communications effectively eliminated the traffic congestion that was predicted. In summary this Community Response approach worked well and should be a central component of any future planning of such large scale event.

LESSONS LEARNED (POLICE):

From a tactical perspective the following directly lead to the success of the event:

Site Security and Site Perimeter Security - the numbers of police officers involved in performing this function were adequate and should be maintained in future events. Given the dimensions of the Commons venue the staff employed should be considered as a minimum

Operational Support - the staffing of a Police Command Center was an essential component to the management of the number of resources in the field during the event. This administrative overhead was necessary to manage the event while allowing the Duty Watch Commander to manage police response in the remainder of the Region. This Command Center also provided additional IES call takers for event related complaints that ensured citizen concerns would be responded to promptly and not be adversely impacted by the event. The assistance of the RCMP in providing technical support for the CCTV monitoring was effective in providing crowd intelligence and traffic pattern management. This type of monitoring should remain integral to any future large scale public gatherings.

Media Relations - the public information process (newsletters, e-mail, and Call Centre Info Line) was effective in keeping the public informed; however, media relations need to be started earlier in the planning process in order to alleviate public concerns related to traffic and security.

Coordination of Public Order - this was the single largest contributor to the police budget. The visible police presence was effective in reducing public order issues and ensuring that traffic and Transit functioned effectively and efficiently. Future events need to continue to include the contingency that provides an increased police presence in the Downtown Core on the evening prior to the event and in the Downtown, surrounding neighborhood, and South and West End at the conclusion of the event. Although weather this year moved people to the buses quickly, better conditions would result in significant numbers remaining on the site and migrating to the Downtown bars. Future policing plans should continue to be constructed utilizing an all hazards approach, essentially planning for the worst case scenario. The Rolling Stones plan included the necessary flexibility to scale down the staffing levels in response to the circumstances encountered. However, the converse is not possible. Large public gatherings are spontaneous and it is impossible to ramp up response in a timely enough manner to address an emerging situation. The desired security (real and perceived) can only be achieved through a very visible and significant police presence.

Coordination of Escort and Traffic Control - the level of response in this area was adequate. Traffic police should continue to work closely with HRM Traffic Services and Transit in order to continue the success achieved with mass transportation during this event. An earlier emphasis should be placed on the efforts being made in this area to alleviate public concerns and to mitigate the negative impact on the decision making of individuals considering attending the event. From my perspective the number one concern of residents, fans, and emergency services was the degree that the concert would impact on normal traffic flow.

Coordination of Intelligence - the utilization of technology (video cameras) enabled a command center view of the venue, downtown and surrounding neighbourhoods thus allowing for a more efficient level of police service delivery. Video cameras should be increased in future events as

Police found this technology to be a force multiplier and a potential avenue to reducing the overall costs of Police services. This avenue should be explored further in advance of future events.

As well, better coordination is required with the Promoter's security team regarding the handling of lost persons. HRP was required at short notice to assist with this process which was an unplanned distraction. The CCTV technology proved valuable in dealing with lost persons.

FIRE SERVICES

Three divisions of HRM Fire Services provided services to the Rolling Stones Concert: Operations, Fire Prevention & Life Safety Division and HRM Fire & Explosive Investigation Division.

Operations stationed additional staff (3 firefighters, 1 officer, 2 drivers) and apparatus (1 pumper, 1 aerial truck) at Station #2 (University Ave) for the day of the event to provide quick and effective response to any emergencies.

Fire & Explosive Investigation Division was in charge of seeing that the pyrotechnics for the concert were safe for the performers and the paying public. They reviewed all plans for the show, ensuring the all permits were in place and that all technicians were qualified to set up and detonate the explosives. Once the stage was geared up for the pyro, it was inspected to ensure that all was set up as planned. The Inspector stayed on site for the firing of these pyro explosives, and made sure that plans were executed correctly.

HRM Fire Prevention & Life Safety Division were responsible for ensuring there were sufficient exit(s) for all concert attendees to be able to exit safely both in event of emergency and on completion of the concert. Close working relationships were established with the promoter, security, and police in order to ensure safety measures remained effective throughout the numerous site plan changes.

Staff also supplied information to vendors about the rules and regulations of operating within the venue. Staff worked with the Promoter to ensure all tents and equipment met HRM's required standards for safety. The number of exit gates and their locations worked extremely well as the venue emptied quickly and safely on completion of the concert, especially given the weather conditions at the time.

Inspections of the site were conducted two days prior to the event ensuring that the security fence and proper amount of gates were in place, vendors were setting up properly and that there was no cooking conducted in tents. The inspectors checked for safety in exits, trip hazards (electrical cords), tent spacing, equipment certifications, electrical hook-ups, generators, emergency lighting, exit signs & portable fire extinguishers, and emergency evacuation plans.

During the event, 4 Fire Prevention Officers were on site to ensure that everything was kept in order prior to the start of the event, ensuring every vendor was operating safely and that safe exits were maintained.

Fire Services staff delivered the required services (except for Inspection Fees) for an actual cost of \$9,650.00, which is \$650.00 over the original budget. The full actual costs will be reimbursed by Events Halifax. Vendor Inspection Fees of 1,200.00 will also be fully reimbursed by Events Halifax.

LESSONS LEARNED (FIRE SERVICES):

Given that there was a mini tent city on two sides of the commons comprising 9 vendors in the licensed areas and 14 in the non-licensed areas plus two large VIP tents, the normal inspection fee approach (ie. \$50/inspection) was abandoned in favour of a more flexible pay by the hour approach. This resulted in a slight cost reduction for the Promoter, \$1,200.00 vs. \$1,300.00.

NSPC inspectors should always be on scene for any of these large events, they provided significant assistance. Also the Fuel Inspector from the NSFMO - Nova Scotia Fire Marshal's Office provided great assistance with all of the propane being used on site.

Fire services staff worked with the promoter and accommodated them as much as possible without letting safety be compromised. Plans were not received 2 weeks ahead of the event so they could be reviewed. The required exit gates were not installed until the day of the event. Exit gates were not always manned by security guard. Some vendors were not there until the day of the event. The key success factor in maintaining adequate site safety was the consistent presence of Fire Services staff throughout the entire set up and conduct of the concert; however in future, site plans are needed a minimum of two weeks prior to the event such that any problems can be addressed well in advance and not on the day of the event. Also, exits must be marked better, possibly with helium balloons or large signs, because it was hard to see the exit signage from the venue grounds (as opposed to the bleachers).

TRANSIT SERVICES

Public transportation of spectators to and from the venue was well planned and executed with no reports of service delivery problems.

In response to initial estimates of providing public transportation for a venue capacity of 80,000 spectators, Metro Transit developed a scalable multi-modal transit plan. This plan included the use of existing park and ride lots with service on conventional transit routes, MetroLink bus rapid transit, harbour ferry service and four special concert shuttle routes strategically developed for maximum passenger volumes.

The four special concert shuttle routes provided high frequency transit service from key areas of the Municipality (Spryfield, Cole Harbour, Sackville and Clayton Park) with select stops along the route. The shuttle routes terminated at select areas surrounding the venue and all were within a 15 minute walk distance.

As the concert date approached, an updated spectator attendance number was used to finalize the number of transit vehicles assigned to the plan. The transit plan resulted in the use of an additional 49 buses over regular Saturday transit service during the hours of 12:00 pm to 8:00 pm and an additional 70 buses during the hours of 10:00 pm to 2:00 am. All three harbour ferries were in use from 10:00 am to 2:00 am providing service at all three ferry terminals.

This plan enabled Metro Transit to provide service to approximately 35,000 venue spectators to and from the event (70,000 passenger trips). This passenger volume represents a very high transit modal split and showcases the willingness of the public to seek alternative transportation modes for major events in the HRM.

The cost of this service and farebox revenue generation is summarized in the following table:

	Gross Cost	Revenue	Net Cost
Additional Bus Service	\$56,900	\$52,800	\$4,100
Additional Ferry Service	\$13,600	\$12,700	\$900
Total Operations	\$70,500	\$65,500	\$5,000

One of the major issues encountered during the process was matching the appropriate transit service level to the expected spectator attendance. Initial estimates identified up to 80,000 spectators with actual attendance near 50,000 spectators. The flexibility of the transit plan allowed for matching of the transit service level to the current estimate of spectator attendance the week before the event and during the day, on-street supervisory staff were held accountable to exercise last minute changes in service levels to meet demand.

The amount of additional transit service provided a unique challenge in the assignment of bus operators to the additional service. A high level of commitment and cooperation with the Amalgamated Transit Union (ATU) Local 508 provided a special shift “pick” outside of the

normal work selection process.

Metro Transit in conjunction with HRM Corporate Communications developed a comprehensive public communication plan on the additional transit service and attempted to mitigate concerns from the public on transportation and travel options to the concert.

Concern was expressed leading up to the event on the ability of transit buses to move quickly and efficiently into and out of the Peninsula with an expected increase in automobile traffic generation the day of the concert. Metro Transit worked with Halifax Regional Police to establish the importance of transit corridors through the provision of traffic control and transit priority at key intersections.

Potential confusion and congestion of transit passengers after the event was mitigated by locating the four concert shuttles at locations a short distance away from the venue site. This distance allowed passengers to segregate arrival times for boarding the buses and provided efficient access/egress for buses. Halifax Regional Police played a key role in dissemination of information on the locations of transit service after the event.

LESSONS LEARNED:

Concert spectators were willing to walk a certain distance (10 to 15 minute walk time) to the venue from the transit staging areas surrounding the venue.

Identification of special concert shuttle routes by colour code (orange, blue, red, green) provided easy recognition and differentiation from the regular bus service for new passengers unfamiliar with the transit network and route structure.

The ability of Metro Transit to quickly respond and provide an efficient, quality transportation service for major events in Halifax was re-confirmed.

As anticipated, the lack of any major special event parking accommodations on the Peninsula was effective in increasing transit ridership and reducing traffic congestion.

The goal of Metro Transit was to break even on costs given that no contract provisions had been established with Events Halifax to compensate for any losses. Thus the challenge was to set a reasonable fare that would recover the costs of the service. A \$2.00 cash only fare (no passes or tickets allowed) on the four special shuttle routes allowed for increased revenue generation; however, it fell short of the full cost recovery goal by approx. \$5,000.00. Due to the express-like nature of the shuttle routes, it is believed that the MetroLink fare structure (\$2.50) would be acceptable to citizens in future and would provide the required revenue to offset the costs of the premium service assuming that ridership remains the same or better.

COMMUNITY RELATIONS/COMMUNICATIONS

Several community relations and general communication services were provided by HRM staff in support of the concert as follows:

- a. Five community newsletters ("Concert on the Common") were distributed among Common area residents and businesses (Aug 22, Aug 28, Sept 5, Sept 13, Oct 3); 4,800 households/businesses per distribution for a total of 24,000 targeted information deliveries
- b. Community Hotline was established (490-7000), from Aug 22/06 - Sept 27/06, 8:30 to 5:00 Monday to Friday; and serviced 616 calls in total. Grade of service achieved: 88% (80% is Call Centre target = 80% of calls answered in 25 seconds or less.) Peak number of calls answered: 152 on the concert day, Sept 23, when Hotline/Call Centre hours were extended from noon to midnight.
- c. HRM Call Centre (490-4000) - an additional 317 concert-related calls came through the Call Centre line.
- d. "Concert on the Common" municipal information web site established Aug 18 - Sept 28, number of visits: 22,576, making it the 11th most popular *halifax.ca* destination in that quarter (July 1 - Sept 30).
- e. "Concert on the Common" email address established Aug 18 - Sept 28, number of emails received and answered: 113.
- f. Ad placements in the Chronicle Herald, Daily News, and The Coast one week prior to concert to distribute Metro Transit information and concert site layout, etc..
- g. Support to local area councillors as required., providing information and answering constituent inquiries.
- h. Media Relations - handled interview and information requests, conducted press conference, managed media relations.

To the best of HRM's knowledge, 100% of citizen concerns/inquiries to HRM were followed up. It is estimated that 95% of the concerns/complaints were either fully or partially resolved. This result was enabled through strong cooperation of the SETF and great support from local area Councillors, the Promoter's production manager, and Eh!

LESSONS LEARNED:

- a. Under the Agreement, Eh! was responsible for all concert-related information for concert-goers and HRM was responsible for concert-related information uniquely designed to help residents in surrounding neighbourhoods to the Common cope with the disruption. This division of responsibilities clearly did not work and there should be a single point of information dissemination in future to avoid the chance of misinformation and customer hand-offs between organizations. Eh! did not keep their info lines open long enough, or staffed enough, to deal with their customer inquiries which forced HRM to cover the gaps. HRM's system of ads, hot line, web site and email answered inquiries that Eh! could not service.
- b. Concert-related call volumes were relatively low on the Community Hotline (490-7000) and only requires one full-time extra staff person. The HRM Call Centre (490-4000) could have handled this volume of inquiries but the Grade of Service would have suffered. Grade of Service was already struggling due to tax inquiries and an increase in transit inquiries, so residents

around the venue would not have had their calls answered as efficiently and overall quality of service would have suffered. Establishing the Hotline demonstrated to area residents HRM's level of commitment to open communications and it maintained the target grade of service at the Call Centre. For future events, as a result of the Rolling Stones experience, it is quite probable that anxieties in the local community will be significantly less and therefore consideration should be given to handling these concerns through the HRM Call Centre rather than establishing a separate hotline.

c. The late date by which Eh! finalized and made available critical concert information (specifically for persons with accessible needs) put HRM in the position of not being able to communicate effectively with public. Given the magnitude of the Rolling Stones concert, many concert-goers began making their logistics plans weeks in advance of the event and required detailed planning information. It is imperative that the Promoter provide critical concert-preparedness information a minimum of three weeks in advance of the event.

d. Synopsis of inquiries by volume, from most to least:

- "What can I bring in to the concert?" (approx. 60%)
- Parking and traffic (approx. 10%)
- Noise (approx. 10%)
- Metro Transit services (approx 10%)
- Business community inquiries (approx 5%)
- Miscellaneous (approx 5%)

"What can I bring into the concert?" The greatest volume of HRM's concert calls/emails required replying to variations of this question. HRM staff directed people to the Eh! web site and HRM's web site whenever possible, but also provided interpretations of Eh! directives for the public when necessary. Although this put HRM in the position of distributing concert information for which Eh! was directly responsible, it led to a high level of satisfaction from callers and emailers who were unable to reach Eh! directly.

Parking and traffic: ongoing communications with area residents, hospitals, and business community ensured that the public had the information it needed to make alternate parking/travel plans well in advance. Media releases broadcast parking and traffic information to all of HRM, including daily radio reports over the week prior to the concert. Detailed info was available on web site, newsletters, ads and through Hot Line. Actual volume of traffic/parking in Common area on concert day was decreased from usual weekend numbers, due to strong Metro Transit concert campaign. All direct inquiries from citizens through councillors were answered with written emails or by phone. Volume of complaints received from area residents re: parking restrictions was low. However, there was a distinct lack of information regarding parking and transit for persons with accessible needs. This must be remedied in future.

Noise: a low volume of inquiries prior to the concert concerned expected noise levels (approx. 15 calls/emails). Information concerning the sound system and expected noise levels was made available early through newsletters and web site. A By-Law Exemption Hearing was held (Sept. 12) and publicized in the residents' newsletters, to which two citizens came to speak against the granting of the exemption. During the concert, a low number of callers to the Call Centre were concerned with the concert noise (less than 10 out of 152), and after the concert no one called or

wrote in to complain. In response to citizen complaints, whenever a source of noise was identified during construction it was mitigated by limiting its hours of operation or the proximity of the noise source to the citizen's home. The concert ended earlier than planned.

Metro Transit Services: it was a focus of HRM's communications to convince people to use Metro Transit's enhanced concert day services in order to curtail excessive traffic and parking in the downtown core. HRM dispensed the necessary information using a special edition GoTimes (20,000 printed) available on buses the week prior to the concert, and through all the normal HRM communication channels. Over 35,000 people took Transit to the concert without incident, making the campaign a success.

Business Community Inquiries: working directly with the area business commissions (Quinpool Road, Downtown) allowed HRM to ensure necessary information was given to businesses well in advance. Individual businesses in the concert area who would have been most affected by the street closures had special provisions made with police for access. Any inquiries received through councillors/hot line/email were dealt with within 24 hours on an individual and priority basis.

It should also be noted that the event Promoter's production managers also worked with HRM to mitigate issues, meeting some area residents/businesspeople in person and responding to requests to remove unruly road personnel. For example, one site employee was removed for driving an ATV recklessly on the Common.

e. There was no designated lost and found tent or PA access, therefore lost children were found by police and brought to either the HRM on-site trailer or the medical tents, and police and HRM staff searched through the approx. 50,000 attendees for their families. Approx. three such incidents requiring special intervention occurred during the concert.

f. There is a definite need to involve local area councillors early in the planning process such that they are better prepared to answer constituent questions. Councillors provided tremendous assistance in resolving problems and keeping residents informed. It is recommended that Corporate Communications remain as HRM's single point of contact for future events as it worked very well in keeping messaging consistent.

g. Regarding newsletter delivery to the neighbourhoods surrounding the Common, determining the correct distribution area is crucial. The area has to include everyone who will reasonably be impacted by the event, without unnecessarily involving those outside the range of impact. The decision to limit the distribution to the surrounding neighbourhood was a good one as even many of these people felt little effect.

h. There were a relatively small number of local area residents affected by the parking ban. Consideration should be given to providing alternative parking arrangements for future events of this nature where the cost could potentially be absorbed by the Promoter.

i. The earlier that accurate and reliable information can be distributed from the Promoter, the better. Lacking information from HRM, the public gets nervous and the media tends to run articles that are negatively focussed and inaccurate thus hurting the image of the event and

requiring (otherwise unnecessary) corrective action to be taken.

TRAFFIC MANAGEMENT

The traffic management plan comprised a detailed schedule of progressive road closures, parking restrictions and traffic signal timing changes along with an appropriate communications plan. Additional special event signage was manufactured in support of the event. Traffic management costs were approx. \$26,100 which was \$7,300 under budget (\$33,400).

The overall traffic plan was effective in relieving the overall congestion that was speculated by the local media. By all accounts the traffic patterns on the day of the event were no more congested than those that would be experienced during a normal Saturday. The traffic plan and the series of road closures and parking restrictions were also effective in maintaining emergency services route through core area. This was especially important when one considers the potential impact congested traffic flow would have on access to the QEII Health Sciences Complex and the I.W.K. Hospital. Adequate staffing levels allowed the impact of the street closures on the general public and emergency services to be maintained to a minimum of inconvenience. Minimizing the impact of the street closures on the immediate neighbourhood was a significant success of the traffic plan.

The traffic plan was also key to enabling the 75 transport trucks that hauled the staging and equipment to the site to easily access the site, off-load, and then proceed to Exhibition Park where they parked until it was time to return and strike down the venue.

Due to the efficient and rapid tear down of the concert site, all road closures were completed when North Park street was opened for home bound rush hour on Monday, September 25th, approximately 4 hours ahead of schedule.

The detailed traffic plan follows:

NO PARKING ANYTIME SIGNS

- Streets to be completed by Thursday, Sept 21, 11:59 pm
- Robie St (b/s) Cunard St to Cogswell St
- Robie St (w/s) Pepperell St to Jubilee Rd
- Robie St (e/s) West St to Charles St
- Cunard St (n/s) Robie St to Agricola St
- Cogswell St (n/s) Brunswick St to Bauer St
- North St (n/s) Windsor St to Oxford St
- Trollope St (b/s) Ahern Ave to Bell Rd
- Oxford St (e/s) Chebucto Rd to Coburg Rd

NO PARKING SATURDAY SIGNS

- Streets to be completed by Friday, Sept 22, 11:59 pm
- North Park St (e/s) Cogswell St to Cornwallis St
- Sarah St (s/s) Agricola St to Moran St
- Moran St (w/s) Sarah St to Cunard St
- Barrington St (e/s) Duke St to Salter St

- Barrington St (w/s) Prince St to Sackville St
- Hollis St (b/s) Cogswell Interchange to Duke St
- Hollis St (e/s) Duke St. to Morris St.
- Spring Garden Rd (n/s) Barrington St. to South Park St.
- Rainnie Dr (s/s) Gottingen St. to Ahern Ave
- Ahern Ave(b/s) Rainnie Dr to Bell Rd
- Quinpool Rd (b/s) Windsor St. to Connaught Ave

STREETS CLOSURES AND BARRICADES

- Closure of North Park St. southbound from Cornwallis St. to Cogswell St. on Sunday, September 17 at 6am to Monday, September 25 at 8pm to allow for stage setup and removal. Parking restricted on the south side of Cunard St. for the staging of event trucks for the stage setup/takedown prior to the event and after.
- Complete closure of North Park Street both directions from Cunard St. to Cogswell St. on Thursday, September 21 at 10am to Sunday, September 24 at 6 am
- Saturday, September 23 at 12:01 am to 11:59 pm Complete closure of: Cunard St. from Robie St. to North Park St. (with provision for local access to Princess Place and June St. via Moran St. and Sarah St.); Cogswell St. from North Park St. to Robie St.; Robie Street from Quinpool Rd to Cunard St. (with barricades on Welsford St., Williams St., Compton Ave at Robie St. and Local Traffic Only signage on Welsford St., Williams St., Compton Ave at Windsor); Rainnie Dr from Gottingen St. to Ahern Ave, (including barricades to block off driveway from Citadel Hill).

SIGNAL TIMING CHANGES

- Agricola/North Park/Cunard - elimination of the northbound protected left turn phase on Thursday Sept 21.
- North Park/Cogswell/Rainnie - elimination of the southbound left turn phase from Sept 16 to Sept 24.
- Rainnie Drive through phase eliminated on Saturday, Sept 23. with "No Left Turn" signs for Cogswell St. covered to permit westbound Cogswell St. to turn onto Ahern Ave
- Willow Tree - elimination of the north/south left turn phase and the Cogswell through phase.
- pm peak timing plans on Saturday night on major peninsula corridors. Quinpool Road is on SCOOT (fully traffic responsive) so no changes required.

LESSONS LEARNED:

As was experienced with the other services that HRM provided, it is critical that traffic plans be flexible and adaptable to changing conditions once the promoter arrives to begin construction. Whenever possible site plans are needed a minimum of two weeks prior to the event such detailed planning can begin and any problems can be addressed well in advance and not on the day of the event.

Capital District Health Authority and Emergency Health Services both highlighted the need for clear access to the Hospitals throughout the event for staff shift changes, patients, patients' relatives and loved ones, on-call staff, and emergency vehicles. To ensure that CDHA was always aware of current traffic patterns, Police called every hour to advise of traffic conditions and recommend the best routes to the health facilities. While no alternate routes were ever

required due the free-flowing traffic, this proved to be an effective way of ensuring that the health facilities would not be impacted.

HRM re-aligned its street sweeping operations to complement the timing of the concert clean-up and street re-opening. This service was effective in mitigating the propagation of litter to the surrounding neighbourhoods and in ensuring streets were safe and clean upon re-opening.

Numerous street closures and parking restrictions can invariably impact local businesses. It is important that all communications regarding street closures and parking restrictions stress that the businesses in the area remain open.

PROJECT, SITE and RISK MANAGEMENT

In-kind services from HRM included the provision of:

- a. Provision of Services contract development including the establishment of insurance requirements/provisions;
- b. Special Events Task Force coordination;
- c. GIS site support services;
- d. Concert site management; and
- e. Project management.

After examining HRM's role in conducting the concert, it was determined that Eh! was best suited to be in the role of concert organizer (thus having the direct relationship with the Promoter) and HRM would concentrate on its core business - the provision of support services. Unlike any other major event in HRM, a service agreement between Eh! and HRM was negotiated. As per Council's direction, the contract was intended to minimize risk to HRM and to clarify the conditions for use of the Common, services provided by or through HRM, and the responsibilities of Eh!. A working contract was drafted early in the process with the final document signed by both parties on September 13, 2006. The Agreement ultimately proved invaluable in facilitating the relationship between Eh! and HRM and allowing both parties to conduct their duties with the risks properly defined.

The Special Events Task Force was the cornerstone of concert planning. The SETF served as the coordination committee for all event planning including compliance agencies such as HRM building permits, Department of Justice (event security), Medical Officer of Health (event hygiene), etc.. Weekly meetings were held in the Halifax Armouries for two months leading up to the concert. This approach enabled Eh! organizers and sometimes the promoter to access the whole team for direct communication.

Through the SETF, HRM also provided GIS mapping services. This enabled accurate and scaled drawings (site maps) of the Common to be generated and disseminated for venue planning purposes. This service greatly shortened the turnaround time (from days to just hours) for the promoter when making venue changes.

Regarding concert site management, HRM established a site management trailer on the Common during the week leading up to the concert. This enabled an HRM staff presence and facilitated more rapid and direct communication with concert organizers.

LESSONS LEARNED:

In staff's opinion, the Provision of Services Agreement was essential for managing the level of risk on behalf of Regional Council. While it took considerable time to develop and was only signed on September 13th, the Agreement template has now been developed and can be readily and quickly modified for future events. In future, the Agreement needs to be signed before the concert is announced. One drawback of the contract was that it could only impose obligations on signatories. Therefore, it was difficult to manage costs directly borne by the promoter. Nonetheless, based on the experience with the Rolling Stones, staff recommend that a Provision of Services Agreement become mandatory for all major concert events in HRM.

Both Emergency Health Services and DND would only negotiate their service levels with HRM rather than Eh! directly. It is believed that this approach was demanded to reduce risk and ensure payment for services rendered. This approach proved to be extremely difficult for contract negotiation and should be changed for future events.

All insurance requirements in the Agreement should be reviewed to ensure that they are adequate yet not onerous in driving unnecessary costs.

The cost of potential repairs to the turf of the Common became an enormous risk for all parties in the conduct of the Concert. Enormous cost estimates were generated under worst case scenarios. So far it would appear that costs to repair the Common after the Rolling Stones concert will be in the range of \$60,000. However, it must be kept in mind that the weather was very dry leading up to the concert date and throughout the construction period thus enabling the Common to absorb the significant rainfall that occurred during the concert. Certainly the damage could have been worse had there been any significant rainfall leading into or during the construction period. Rainfall insurance for the event was explored however there was insignificant time before the Concert was to be held to determine firstly whether HRM could qualify for such insurance and secondly whether the insurance was a worthwhile investment. It is highly recommended that staff investigate (prior to another major event) whether rain insurance is available and is an effective tool in reducing risk and potential costs.

Eh! was responsible for all (solid and liquid) waste management on site. Sub-contractors performed extremely well in that the Common was cleaned of litter by 8:00 a.m. the next morning and there were no reports of porta-potties reaching capacity. Eh! also ensured the surrounding areas, streets/sidewalks/properties, were also cleaned free of litter. Recycling by the vendors also went well.

The site plan for people with accessibility requirements has to be improved and determined well in advance such that it can be adequately communicated to those in need.

The SETF is a good forum for integrating services for a major event; however it can be unwieldy at times for a Promoter/Organizer to deal with. HRM staff should commence working now with HRM business units and other levels of government to streamline the provision of government services and to examine opportunities for a reduction in servicing costs, thereby creating a more 'event-friendly' municipality.

Original estimates of concert attendees ranged upward between 80,000 to 100,000, therefore initial event planning and service provision was scaled accordingly. It was very difficult in the weeks leading up to the concert to get clear information from the Promoter as to the projected number of attendees. There were numerous long lead items and resources that had procured/committed based on attendance estimates at the time. In order to properly scale the provision of government services and ultimately control costs, attendance estimate updates need to be accurately and regularly provided to service providers such that they can do their best to scale the response accordingly.

MEDICAL SERVICES

Medical services were provided to the concert under the leadership of Emergency Health Services (EHS). Approximately 100 medical staff (doctors, nurses, paramedics, first responders) from EHS, Capital Health, and St. John's Ambulance provided on-site medical coverage for the event. Three distinct zones were established within the venue site which were supported by satellite medical tents, ATV units, foot patrols of medical first responders, and a main medical/field hospital tent with hospital staff. Normal EHS coverage was maintained for the rest of the Region. EHS also provided on-site paramedic services throughout the 5 days of stage construction leading up to the concert.

Of the patient contacts that were able to be documented, 195 patients were seen by medical staff, with 15 transports off site to receiving hospitals. Of the patients transported, no undue impact was noted upon any of the three emergency departments, thereby exacerbating already over-crowded Emergency Departments. This was the direct result of early planning and communication.

Liaison between the event, and the health district was ensured by way of a liaison paramedic to assist with coordination of transports from the event to the hospital(s).

With an anticipated increase in visits to Police booking, a paramedic was assigned there to minimize requests for assessment, treatment, or transport by EHS. No EHS system ambulances were requested at HRP booking during the coverage hours of 2300-0700 post event.

EHS delivered the paramedic services under budget (\$55,751.00) for an actual cost of \$55,671.00. This amount will be fully reimbursed by Events Halifax. Capital Health costs and the honorarium to St. John's Ambulance were directly negotiated with Events Halifax as opposed to HRM; therefore these costs will be covered by Events Halifax.

LESSONS LEARNED:

Inclement weather led to countless cases of borderline hypothermia which taxed the medical services many times throughout the event. As weather variables can impose significant challenges on medical coverage, issues such as shelter, heating, cooling, etc will need to be considered into future operations plans.

Security services promised prior to the event were not delivered, compromising not only access within the crowds, but compromised the safety of medical staff in various areas of operations. Private security / policing shall be contracted in future events to ensure adequate safety / security as well as access into the crowds.

The promoter did not fulfil their promise to deliver on and adequate main medical / field hospital tent as requested in the contract with Eh! The tent provided was 50% smaller and offered less than adequate room for assessment and monitoring of the patients seen. The flooring was ad hoc and unsafe. Final sign off of the contract by the promoter should be contingent upon fulfilling all requirements of medical support needs.

Medical Services are a provincial responsibility in Nova Scotia as opposed to being typically a municipal responsibility in other parts of Canada. As well, the delivery of Medical Services is split between EHS who deliver paramedic and transport services while Capital Health provides hospital

services. These service 'silos' made it very difficult to negotiate for a single medical service for a single price and be assured of adequate coordination between the two. EHS did an excellent job of the coordination and did their best to represent a single service approach. It is recommended that HRM continue to work with EHS and Capital Health to build a service model for future events that will be less administratively burdensome and has reduced costs. Where costs are a competitive advantage in attracting mega concerts, a volunteer model should be explored.