



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 16, 2014
SUBJECT/REPORT NO:	Events Strategy Framework for the City of Hamilton (PED13038(a))
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Anna M. Bradford (905) 546-2424 Ext. 3967 Jennifer Kaye (905) 546-2424 Ext. 4807 Bridget MacIntosh (905) 546-2424 Ext. 4514 Alice Sabourin (905) 546-2424 Ext. 2424 Patti Tombs (905) 546-2424 Ext. 4693
SUBMITTED BY:	Neil Everson Acting General Manager Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Events Strategy Framework, attached as Appendix “A” to Report PED13038(a), be approved;
- (b) That Tourism and Culture Division staff be directed to consult with City of Hamilton Divisions responsible for event servicing and permitting on the development of operating principles, objectives, actions, performance measures and resource requirements to support the Events Strategy Framework;
- (c) That Tourism and Culture Division staff be directed to report back to Council with a final Events Strategy that includes the results of the staff consultation, and that has been reviewed by the events community including the Business Improvement Areas (BIAs) and Neighbourhood Associations.

EXECUTIVE SUMMARY

Festivals and events provide a range of benefits to a community’s citizens contributing to its cultural identity and civic pride, and are recognized as a legitimate tool of social change. Events contribute significantly to community building, leisure enhancement,

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cultural development, tourism, volunteer participation, and can be a catalyst for increased business activity and economic development.

Events are a highly visible and valued service in the City of Hamilton. Events require the active participation of numerous City Divisions to ensure the health and safety of participants and the protection of City assets, whether the City is the direct deliverer of events, or facilitating and supporting event delivery by others.

For many years, Hamilton was considered a leader in special events and festivals. However, since amalgamation in 2001, the internal resources devoted to events across the Corporation have diminished due to a combination of shifting service mandates, decreased budgets, and the elimination of event granting streams, such as the Event Road Closure Services. The City is now faced with the challenge of balancing the delivery of annual events (e.g. Canada Day), seizing emerging event opportunities (e.g. Tall Ships® Hamilton) and responding to the ongoing and increasing needs of event organizers, all within the limited public resources available.

With Council direction, staff began the work of creating an Events Strategy to outline the City's role in the delivery and support of events within Hamilton. An Events Strategy Framework, attached as Appendix "A" to PED13038(a), has been completed with input from over 140 local event organizers. The Event Strategy Framework received a 95% approval rating from the event organizers who participated. The Events Strategy Framework sets out a mandate, vision, and roles for the City to govern the City's approach to events, setting the stage for Hamilton to once again be seen as an events-friendly City.

Pending Council's approval of the Events Strategy Framework, Tourism and Culture Division staff will consult with Divisions responsible for events servicing and permitting to complete the full Events Strategy. The Events Strategy will contain operating principles, objectives, actions, performance measures and identify resource requirements to fully operationalize the Events Strategy Framework. The Events Strategy will be shared with the event sector for comment before being presented for approval to Council in 2015.

The Events Strategy Framework is one of the first actions to be brought forward from the recently Council-approved Cultural Plan, which positions culture as a key tool for city-building. Events are an important part of culture and the development of an Events Strategy is Action 10.2 in the Cultural Plan, under the recommendation "develop and facilitate cultural programming".

Council's approval of the draft Events Strategy Framework, attached as Appendix "A" to Report PED13038(a), will establish Council's commitment to support events that build community, create social cohesion, contribute to tourism and help grow the local economy – helping Hamilton to position itself as an events-friendly city.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are no financial implications associated with the recommendations in Report PED13038(a).

Staffing: There are no staffing implications associated with the recommendations in Report PED13038(a).

Legal: There are no legal implications associated with the recommendations in Report PED13038(a).

HISTORICAL BACKGROUND

Early 1990s – 2003

Hamilton has a legacy of delivering and supporting quality events for its citizens and visitors. Dedicated event organizers, volunteers, City staff and elected officials have worked hard to build this legacy. In the past, the City received numerous awards for its events such as:

- “Silver Award” for Hamilton Tourism Festival Schedule (International Festivals Association, 1992).
- “Award of Excellence” for Tourism Marketing (Festivals Ontario Prix Awards, 1993).
- “Best Special Event” for Aquafest (Economic Developers Council of Ontario, 2000).

The hosting of the Road World Championships (cycling) in 2003 was viewed as a high-water mark for the City’s identity as an events-friendly city.

2004 - 2010

Since 2004, a number of internal changes have occurred that have reduced the capacity of the City to support and facilitate event activity in Hamilton as follows:

- In the Public Works Department, the provision of supplies and services for a range of event needs including road closures has come to an end, due to resource restrictions.
- In the Corporate Services Department, the funding stream for Event Road Closure Services (ERCS) has been phased out over several years, with former funding recipients grandfathered to receive static funding amounts in perpetuity, while new events do not have access to funds to support road closures.

In addition, staffing changes throughout the Corporation have impacted the strength of the Special Events Advisory Team (SEAT). SEAT's mandate is to provide approvals for events to occur on outdoor City property in a way that ensures public health and safety.

In 2009, the Arts and Events Section was created within the Culture Division. A Festival and Events Officer position was established to provide leadership to SEAT and to help reengage the participation of all Divisions with responsibility for event servicing and permitting for the 350 plus event applications the City processes annually.

2010 - Present

- In 2010 work on the Events Strategy was initiated with the formation of an Events Strategy Committee consisting of event sector stakeholders. Initial work set the foundation for the City's vision, mandate, roles and potential actions.
- Throughout this period, SEAT staff have been working to meet event permitting and servicing requirements while initiating process improvements (e.g. on-line event applications processes) to meet the demands of event organizers.
- In 2012 the merger of the Culture Division and Tourism Hamilton required a review of the Events Strategy resulting in an expanded scope to include the event related work of Tourism Hamilton in attracting sports and business events. In February of 2013, Council was updated on the Events Strategy through Report PED13038, which communicated progress and proposed next steps based on this expanded scope.
- In December 2013 consultation on the Events Strategy Framework consisting of the draft mandate, vision, roles of the City and actions was initiated with the events community through an On-Line Survey. The results of the survey are attached as Appendix C to PED13038(a). The survey was completed by 142 participants from the events sector in Hamilton. Agreement with the overall direction of the Events Strategy Framework was high at 95%.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications or legislated requirements associated with the recommendations in Report PED13038(a).

The Events Strategy Framework is one of the first actions to be brought forward from the Corporate Cultural Plan. In October of 2013, Council approved the Cultural Plan which positions culture as a key tool for city-building. Events are an important part of culture and the Events Strategy Framework supports the Corporate Cultural Plan. The development of an Events Strategy is Action 10.2 in the Cultural Plan, under the recommendation "develop and facilitate cultural programming".

RELEVANT CONSULTATION

Internal Consultation

The Special Events Advisory Team (SEAT) has provided preliminary feedback on the Events Strategy Framework.

External Consultation

Event Sector Stakeholders, Events Strategy Committee (2010-2011). The Events Strategy Committee consisted of 12 event sector stakeholders. The Committee launched the project and provided insight into the needs of the events community. The Committee also influenced the development of the strategy framework which was then shared with a broader representation of the events community.

Citizens in the City of Hamilton, On-Line Survey conducted by Hendershot Research (March, 2011). Citizens completed a 15-minute survey on activities, interests and opinions relating to culture in Hamilton. The results of the survey showed that 91% of Hamiltonians attend at least one festival annually. The survey results are accurate at a 95% confidence level plus or minus 3 percentage points. The results of the survey were used to assess Hamilton's performance regarding events.

Event Sector Stakeholders (working in community, commercial, civic and tourism events throughout Hamilton) participated in an On-Line Survey conducted by the City of Hamilton (December, 2013). The survey was completed by 142 participants from the events sector. Agreement for the overall direction of the Events Strategy Framework was high at 95%.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Despite the past success of event delivery in Hamilton, changes in Departmental mandates and diminishing budgets have impacted the City's capacity to deliver high quality events and meet the demands of event organizers in providing servicing and permitting approvals for events.

New events continue to emerge and require City facilitation and support in order to grow. Event organizers, many of whom are volunteers, experience frustration in navigating the regulatory requirements in place to ensure public safety and the protection of the City's assets. City Divisions struggle to provide the needed services to assist event organizers as part of their larger portfolio of service provision. Many of these issues have contributed to Hamilton not being seen as events-friendly by some in the event sector.

A preliminary summary of the current situation of events in Hamilton, Appendix "B" to Report PED13038(a), presents an initial SWOT (Strengths, Weaknesses, Opportunities,

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Threats) Analysis for events in Hamilton. The SWOT Analysis will be further expanded during the development of the Events Strategy, and will form part of the final document.

As the following chart illustrates, event servicing and permitting in the City is highly complex and requires the participation and coordination of activities involving numerous Divisions across the Corporation. The final Events Strategy will have to consider and include all of these services and activities in order to effectively and efficiently process the more than 350 event approvals that are received by SEAT on an annual basis.

**SAMPLE OF THE CITY ROLES IN EVENTS AND
EVENTS SERVICING AND PERMITTING ACTIIVITIES BY DEPARTMENT**

CITY ROLES	Planning and Economic Development	Public Works	Public Health	Corporate Services	Police Services	Community and Emergency Services
Regulator	<ul style="list-style-type: none"> • Building Permits for tents and other temporary structures • Sign Permits • Lottery and Raffle Licences • Noise Exemption Permits • Business Licences • Insurance Confirmation 	<ul style="list-style-type: none"> • Road Closure Permits • Adherence to the Provincial "Book 7 Standards" (i.e.: Temporary Road Closure Procedures) 	<ul style="list-style-type: none"> • Health Inspections for food vendors 		<ul style="list-style-type: none"> • Crowd Control • Alcohol Consumption Monitoring 	<ul style="list-style-type: none"> • Fireworks Permits • Open Air Burning Permits
Facilitator	<ul style="list-style-type: none"> • SEAT Coordination • Liaise with Community Partnership Program applicants, coordinate adjudication for Special Events Stream • Site Selection Advice • Event Planning Advice 	<ul style="list-style-type: none"> • Member of SEAT • Comments on Provincial Liquor License Application 	<ul style="list-style-type: none"> • Member of SEAT • Comment on Provincial Liquor License Applications 	<ul style="list-style-type: none"> • Member of SEAT • Risk Management Advice • Legal Advice 	<ul style="list-style-type: none"> • Member of SEAT • Comments on Provincial Liquor License Applications 	<ul style="list-style-type: none"> • Member of SEAT • Comments on Provincial Liquor License Applications

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CITY ROLES	Planning and Economic Development	Public Works	Public Health	Corporate Services	Police Services	Community and Emergency Services
Funder	Sports Tourism Events Funder			Management of the Community Partnership Program: Special Events Funding Stream and Equipment Loan Program		
Promoter	<ul style="list-style-type: none"> • Civic Events • Community Events • Sports Tourism Events 					
Producer	Annual and Major Civic Events	Department specific events	Department specific events	Department specific events	Department specific events	Department specific events
Service Provider	Parking Meter Bags (i.e.: No Parking Sign for Meters)	<ul style="list-style-type: none"> • Waste Management • Traffic Warning Boards • City Bus Shuttle (HSR) • City Bus Transit Fee Waiver (HSR) • City Bus Rerouting (HSR) • Potable Water • Hydro • Street Sweeping • City Hall 			Police Paid Duty	<ul style="list-style-type: none"> • On-Site Paramedic and First Aid • Park Rental Permits (revenues retained) • Game Day insurance

CITY ROLES	Planning and Economic Development	Public Works	Public Health	Corporate Services	Police Services	Community and Emergency Services
		Forecourt Booking				

Next Steps – Internal Consultation

Pending Council approval of the Events Strategy Framework, staff in the Tourism and Culture Division will consult with Divisional staff with responsibility for event servicing and permitting to develop the complete Events Strategy. This consultation process will include the development of operating principles, objectives, actions, performance measures and resource requirements.

The SWOT Analysis for Events in Hamilton (Draft), and the City Roles, Survey Results and Action Plan (Draft), attached as Appendices “B” and “C” to Report PED13038(a), are research resources that will be used during the consultation process and to inform the final Events Strategy.

Next Steps – External Consultation

Staff will consult with the events community including BIAs and Neighbourhood Associations prior to presenting the final Events Strategy to Council for approval in 2015.

ALTERNATIVES FOR CONSIDERATION

Not applicable.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

- 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.
- 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.
- 1.6 Enhance overall sustainability (financial, economic, social and environmental).

Strategic Priority #2

Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED13038(a): City of Hamilton's Events Strategy Framework (Draft).

Appendix "B" to Report PED13038(a): City of Hamilton Events Strategy: Strengths, Weaknesses, Opportunities, Threats – A SWOT Analysis for Events in Hamilton (Draft).

Appendix "C" to Report PED13038(a): City of Hamilton Events Strategy: City Roles, Survey Results and Actions (Draft).

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