



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

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 20, 2016
SUBJECT/REPORT NO:	City of Hamilton Event Delivery Options (PED16089) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Bridget MacIntosh (905) 546-2424 Ext. 4514
SUBMITTED BY:	Jason Thorne General Manager Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That, as a component of the ongoing Events Strategy Review, staff be directed to review all City of Hamilton Events Office operated events and provide options for alternate service delivery models and to report back to the General Issues Committee.

EXECUTIVE SUMMARY

The Events Office is a staff of four. One Program Manager, two SEAT staff members and one event producer. The increase in the activity levels at the Events Office over the past few years has been significant with staff attempting to balance Event Producer, Regulator, and Customer Service / Facilitation roles.

To shore up event production, the Office has had to borrow staff from other parts of the Division or use unbudgeted temporary interns to produce some of the annual events. This borrowing has never been ideal, and it is now not sustainable. To ensure the Events Office continues to deliver sensational service with respect to events in the City in the most cost effective way possible, the Tourism and Culture Division initiated an Events Strategy Review in 2012. As part of this review, staff is recommending a review of all Events Office operated events.

The City of Hamilton Events Office, based in the Tourism and Culture Division, currently operates 11 annual civic and veteran events, manages the delivery contracts for two events and provides support services to an additional three Remembrance Day events. The Events Office is also the administrative centre of the City's Special Event Advisory

Team (SEAT) process. In the past, Council has also directed Events Office staff to deliver numerous one-time, large-scale events such as Tall Ships Hamilton.

As part of the work the City is conducting on its Events Strategy, staff identified that an examination of all City staff operated events that fall within the Events Office portfolio was necessary to determine if certain events could be operated under an alternate service delivery model. For example, a local event production company has expressed an interest in operating some of the annual events on behalf of the City.

The Veterans' Committee, Councillors, current event committees such as the Winterfest Committee and sponsors will be consulted as part of the review.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The City of Hamilton has a legacy of delivering and supporting quality events for its citizens and visitors.

The Events Office currently operates:

- Winterfest;
- Canada Day Celebration;
- The Canadian Pacific (CP) Holiday Train;
- Holiday Tree Lighting;
- Decoration Day;
- Dieppe Memorial Day;
- East Hamilton Decoration Day;
- Hamilton Garrison Parade and Service;
- Hamilton Remembrance Day Service;
- Ancaster Remembrance Day; and,
- Glanbrook Remembrance Day.

The Events Office provides event delivery contract management and facilitation for the following:

- Victoria Day Fireworks;
- Seven Sundays Concert Series; and,
- Remembrance Day Services (Stoney Creek, Waterdown and Dundas).

The Events Office has also been directed to deliver large scale one-off event projects such as:

- The State Funeral for the Honourable Lincoln Alexander;
- Tall Ships Hamilton; and,
- The inaugural Building Momentum Hamilton Event.

The Events Office is the administrative centre for the City's Special Event Advisory Team (SEAT). SEAT is the City's interdepartmental event approval body that processes over 400 applications each year from external event organizers seeking to hold their event outside on City property. SEAT ensures that all events have the necessary permits and permissions in place to ensure that events are healthy and safe for all involved. Events Office staff not only process the applications but provide services such as one-to-one assistance in navigating the SEAT process, individualized responses and direction following SEAT applications, additional assistance in reviewing events before the application is approved, and provision of resources (online guidelines, open houses, etc.).

The increase in the activity levels of the Events Office over the past few years has been significant with staff attempting to balance Producer, Regulator, and Customer Service / Facilitation roles. As part of the work the City is conducting on its Events Strategy, staff have identified that an examination of all City staff operated events that fall within the Events Office portfolio is necessary to achieve a better balance amongst the roles it plays.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

None

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Since 2004, some Division reorganizations, growth in the events sector and the empowerment and encouragement of citizens to hold celebrations have resulted in pressure for the Events Office to deliver on all expectations. This growth happened

without increases to staff resourcing to accommodate such growth. At this time, the Events Office relies on temporary staffing resources that are not financially stable.

Since 2011, the number of SEAT applications has increased by 63% (286 in 2011 to 465 in 2015). SEAT has also seen an increase in the number of “complex” events such as the expansion of Supercrawl and Slide in the City. These complex events all require additional staff time to facilitate and involve coordination amongst a greater number of stakeholders.

The Events Office is also called upon from time to time to deliver one-time, large-scale events such as Tall Ships Hamilton that take a significant amount of staff resourcing to deliver.

To help mitigate the capacity issues being faced by the Events Office, staff are recommending that the delivery of all City staff operated events that fall within the Events Office portfolio be examined as a component of the broader, ongoing Events Strategy. It is hoped that such a review will identify areas of work that could potentially be handled by external producers.

ALTERNATIVES FOR CONSIDERATION

N/A

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

1.6 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.

- 2.3 Enhance customer service satisfaction.

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

- 3.4 Enhance opportunities for administrative and operational efficiencies.

APPENDICES AND SCHEDULES ATTACHED

N/A

BM/ro