



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

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 1, 2017
SUBJECT/REPORT NO:	City Operated Events and Options for Alternate Service Delivery Model (PED16089(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Bridget MacIntosh (905) 546-2424 Ext. 4514 Anna M. Bradford (905) 546-2424 Ext. 3967
SUBMITTED BY:	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That staff be directed to issue a Request for Information (RFI) through Centralized Procurement for Winterfest and Canada Day to determine if there is sufficient vendor interest to justify proceeding with a competitive procurement process and report back to General Issues Committee by Q3 2017;
- (b) That staff be directed to enter into discussions with the Downtown Business Improvement Area (BIA) to gauge interest in operating the Holiday Tree Lighting, in conjunction with the Public Works Department and CHML, and with Hamilton Food Share, to operate the Canadian Pacific (CP) Holiday Train event and report back to General Issues Committee by Q3 2017.
- (c) That staff be directed to determine appropriate operation models for one-time or other types of events that may be directed by Council from time to time and report back to General Issues Committee on implementation recommendations such as outsourcing, in-house production, FTE impact and budget, as applicable.

EXECUTIVE SUMMARY

As reported at the April 20, 2016 General Issues Committee (GIC), the City is currently responsible for the operation of 11 annual civic and Veteran events, manages the contracts for two civic events and provides support services to an additional three Remembrance Day events. There is one dedicated events planner on staff which is not

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OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

sufficient to operate this number of events. The result has been that additional staff is borrowed from other parts of the Division (if available) or unbudgeted, temporary staff are recruited. Continuing to operate in this manner is not sustainable.

Research has confirmed that there is capacity within the private sector to operate some of the civic events such as Winterfest, Canada Day, Holiday Tree Lighting and CP Holiday Train.

Staff would continue to administer all third-party event contracts currently in place and operate all Veteran events under the jurisdiction of the City of Hamilton Veterans Committee.

From time to time staff is directed by Council to operate an extraordinary event such as the Lincoln Alexander State Funeral. The costs for these types of events are not normally covered in current budgets and / or staffing capacity. Each event will need to be assessed individually with budgets and execution models developed.

Divesting staff from operating some of the annual events will result in savings by not having to hire temporary staff and their related expenses. This will allow current staff to focus more of their efforts on supporting local event organizers, focus on continuous improvements for this sector and be able to respond, in a more timely fashion, to Council directed events (i.e. JUNOs, CCMAs, Tall Ships, etc.).

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 delivers:

- Winterfest;
- Canada Day Celebration;
- The Canadian Pacific (CP) Holiday Train;

- Holiday Tree Lighting;
- Decoration Day,
- East Hamilton Decoration Day,
- Hamilton Garrison Parade and Service;
- Hamilton Remembrance Day Service;
- Ancaster Remembrance Day; and,
- Glanbrook Remembrance Day.

The Events Office supports (various levels of involvement):

- Dieppe Memorial Day

The Events Office provides event delivery contract management and facilitation for the following (various levels of involvement):

- 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.

As part of the City of Hamilton Event Delivery Review (PED16089) staff was directed to review all City of Hamilton operated events and provide options on alternative service delivery models.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Staff held informal discussions with event planners and event planning organizations to determine interest in producing City events under contract or interest in assuming events that the City may wish to divest in direct operations.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The task of improving the quality and efficiency in the delivery of City services is a key principal of the City of Hamilton's Strategic Plan.

Examining the capacity to outsource some City operated events aligns with standard continuous improvement approaches. Evaluations will be based on but not limited to:

- Corporate savings;
- Quality of event enhanced – value added;
- Continuation of committee relations;
- Additional partners involvement; and,
- Ability to fundraise.

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

N/A

AB:ro