



CITY OF HAMILTON

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 7, 2012	
SUBJECT/REPORT NO: City of Hamilton Gage Park Concert Series (PED12203) (City Wide) (Outstanding Business List Item)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Pam Mulholland (905) 546-2424 Ext. 4270
SIGNATURE:	

RECOMMENDATION

- a) That the 2013 Gage Park Concert Series Program, as outlined in Report PED12203, be approved;
- b) That the transfer of responsibility for the delivery of the Gage Park Concert Series in Gage Park from the Tourism and Culture Division to a third party service provider, beginning with the 2013 Summer concerts, be approved;
- c) That an enhancement in the amount of \$25,000 be referred to the 2013 operating budget process in order to fund the Gage Park Concert Series in 2013, with an additional \$4,000 to be sourced from the Planning and Economic Development Department's current budget;
- d) That the item respecting the results of the call for Request for Information (RFI) for the Concert Series in Gage Park be identified as complete and removed from the General Issues Committee Outstanding Business List.

EXECUTIVE SUMMARY

Report PED12203 provides:

- 1) An evaluation of the Summer 2012 Concert Series in Gage Park entitled “Gage Grooves” (see **Historical Background - Page 4**);
- 2) A 2013 Gage Park Concert Series (Concert Series) program outline and budget, including a comparison with 2012 budget actuals (see **Financial Implications – Pages 2-4**); and,
- 3) The results of Request for Information C3-09-12 issued to determine interest from third parties in planning and implementing the Concert Series (see **Historical Background - Pages 4-6**).

In keeping with a community development approach, the Tourism and Culture Division prefers to work with community partners to deliver community events whenever feasible. This approach strengthens the ability of communities to meet their own needs, raises the profile of organizations within their communities, and develops community leaders. In this model, staff plays the role of event facilitator and advisor, rather than primary event executor. A community development approach allows the Concert Series to grow over time, for the benefit of the local community, and be delivered at a lower cost in the future than if it was run by City staff.

The City currently delivers the Sumer Concert Series through the Arts and Events Section of the Tourism and Culture Division. Based on the results of Request for Information C3-09-12 (RFI), staff recommend that a third party assume responsibility for delivery of the series in Gage Park through execution of a service agreement with staff assuming duties as outlined (see **Staffing Implications - Page 4**). Staff will ensure that procurement to engage the third party follows the Procurement Policy.

In order to meet timelines to deliver a Concert Series in Gage Park in July and August of 2013, staff are proposing to use \$4,000 from the Planning and Economic Development Department’s current budget to hire a third party no later than February 1, 2013 to plan the Concert Series. Staff are also proposing an enhancement, to an upset limit of \$25,000, be referred to the 2013 operating budget process to serve as base budget funding for the Concert Series.

Alternatives for Consideration – See Page 8

FINANCIAL / STAFFING / LEGAL IMPLICATIONS

Financial: Staff propose the following program outline and budget for the 2013 Concert Series at the Gage Park bandshell, as outlined below in Table 1.

Table 1 includes a comparison with 2012 budget actuals.

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TABLE 1 - 2013 Concert Series

Concert Elements	Summary	2012 Actuals (6 concerts)	2013 Proposed Budget (8 concerts)
Venue	George R. Robinson Bandshell, Gage Park	--	--
Concerts 7:00 - 8:30 p.m.	2012: six concerts in July/August 2013: eight concerts in July/August	--	--
Target Audience & Attendance	•Residents of Hamilton. All ages. •Target of 300-400 per performance	--	--
Park Permits	•Park permit \$94/ performance	\$552	\$750
Entertainment	• Family-focused music • Bands of many genres e.g. jazz, steel band, country, blues, pop • \$1,000 per performance, plus Socan fees	\$6,500	\$8,500
Rental of Sound & Lighting Equipment	2012: \$1,055 x 6 concerts 2013: \$1,055/performance x 8 concerts	\$6,330	\$10,000
Sound / Lighting Technician	\$200/performance for a technician x 8 concerts		
Promotion	External promotional/collateral materials and communication messaging and tools	\$5,126	\$4,000
Third Party Service Provider	2012: music programming and staging 2013: music programming, community engagement, artist contract management, stage management, promotion and audience surveys	\$750	\$4,000
City of Hamilton Staff Costs	2012: artist contracts, stage management, promotion and audience surveys, managed procurement (RFI), financial administration and report to Council 2013: manage procurement and third party contract; financial administration and final report to Council	\$3,880	\$540

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Contingency @ approx. 4%		\$0	\$1,210
TOTAL EXPENDITURES		\$23,138	\$29,000
2012 Funding Source	City of Hamilton unbudgeted initiative, absorbed by 2012 year end budgetary surplus in the Planning and Economic Development Department's overall budget (Council March 28, 2012: Emergency and Community Services Committee Report 12-003, Item 8.2)	\$22,000 (exclusive of staff time)	
2013 Funding Sources	<ul style="list-style-type: none"> •2013 operating budget (pending approval of enhancement request) •Unbudgeted initiative, to be absorbed by Planning and Economic Development Department's operating budget 	--	\$25,000 \$4,000

Staffing: Tourism and Culture Division staff time dedicated to the delivery of the 2012 pilot Concert Series in Gage Park is estimated at two weeks, and will be reallocated in 2013 to other Arts and Events Section projects, such as the delivery of Hamilton's War of 1812 Bicentennial Commemoration Program.

Staff will be assigned the following 2013 Concert Series roles and responsibilities, estimated at 12 hours:

- Hire and oversee the third party service provider to plan and implement Concert Series (January-August 2013);
- Process artist contracts (March);
- Manage budget, including processing of invoices (July/August/September); and,
- Report back to Council (November).

Legal: There are no legal implications associated with the recommendations of Report PED12203.

HISTORICAL BACKGROUND

In July of 2011, Council directed staff to develop and promote two music concerts at the George R. Robinson Bandshell in Gage Park ("bandshell") during the Summer of 2011 at a cost of \$5,000. The purpose of these concerts was:

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- To provide high quality, family-oriented music that was accessible to residents of Hamilton with no gate fees (i.e. free of charge); and,
- To bring site specific summer music programming to Gage Park; a landmark open space in Downtown Hamilton.

Staff provided an evaluation of these inaugural concerts, entitled “Gage Grooves”, to Council (Report PED12045, Council March 28, 2012). In March of 2012, Council directed staff to expand the program and deliver six concerts during the Summer of 2012 at a cost not to exceed \$22,000.

Evaluation of the 2012 Concert Series

The Concert Series, entitled “Gage Grooves”, provided free family-focused community concerts on the following Sunday evenings: July 15, 22, 29 and August 12, 19, 26, 2012. A range of music genres was represented with the following bands performing: Peter J. Banting Swingtet, Dinner Belles, Silver Swing Big Band Dance Band, Tater Vox, Freedom Train and Andre and the J Tones. The program was managed by staff from the City’s Tourism and Culture Division, with support from a music programmer paid on a fee-for-service contract.

The concerts were very well received with attendance averaging 200 people per concert. Select audience members were surveyed to gather feedback on the quality of entertainment, location/venue and marketing reach (see **Relevant Consultation – Pages 6 and 7**) for survey results.

Results of Request for Information C3-09-12

In August 2012, as a result of a recommendation in March, Council Report PED12045 (c), the City issued a Request for Information seeking information from qualified vendors for the planning, development and implementation of a future non-gated Summer concert series in Gage Park.

RFI C3-09-12 (RFI), attached as Appendix A to Report PED12203, was issued for information gathering purposes to better understand the following:

- 1) the type of business interested in delivering a free outdoor music concert series in downtown Hamilton’s Gage Park;
- 2) how a third party would undertaking the work of programming and staging the concerts;
- 3) how a third party would market the concerts to downtown neighbourhoods;

- 4) the benefits of utilizing a third party, as opposed to City staff, to be responsible for programming and community engagement (e.g. building participation of local musicians), administration and personnel management and stage management;
- 5) the general terms that a third party would require in an agreement with the City to deliver the concerts;
- 6) value added services that would be available from a third party; and,
- 7) the fee structure for a third party's services and factors that might impact fees.

Responses were received from two respondents with experience in music concert management and knowledge of the local culture sector. Both respondents provided event planning information, including project timelines and benchmarks. One respondent understood the value added that a third party could bring to the Concert Series, recognized the City as the client, and provided a detailed marketing outline. The same respondent suggested a set management fee structure for payment. This structure guarantees predetermined maximum budgets for the service provider, programming and staging components. It ensures that the service provider does not directly benefit monetarily, over and above a set management fee, by attempting to maximize profits by programming the least expensive performers or minimal technical support.

POLICY IMPLICATIONS

There are no policy implications associated with the recommendations of Report PED12203.

RELEVANT CONSULTATION

External consultation

Gage Grooves Survey Results (a copy of the Survey and comprehensive response data available upon request):

Name of Survey: Gage Grooves Audience Questionnaire

Purpose of Survey: to gather feedback from audience on quality of entertainment, location/venue and marketing reach.

Format: paper-based survey questionnaire administered by City staff on site at concerts.

Survey Dates: August 19 and 26, 2012

Results:

- Number of people surveyed: 89
- Respondents: 88% of respondents were Hamilton residents, with 72% of those interviewed identifying themselves as residents of the Gage Park Neighbourhood. Other attendees lived in the Rosedale, Westdale, Hamilton Mountain, Parkdale and Locke Street Neighbourhoods.
- Marketing: 40% of respondents learned about the concerts from print ads in local newspapers, 36% of respondents saw the listing on Mobile Signs at Gage Park and Scott Park.
- Attendance: 46% of respondents have not attended concerts anywhere else in the City of Hamilton.
- Respondents identified love of music; the park location; the opportunity to have an evening out; and the free entrance/no paid admission as their primary reasons for attending.
- When given a five-level scale (poor to excellent) 100% of respondents rated the concerts as “excellent” or “good”.

Internal Consultation

Councillor, Ward 3

Director, Tourism and Culture Division, Planning and Economic Development Department

Manager, Arts and Events, Tourism and Culture Division, Planning and Economic Development Department

Festival and Events Officer, Tourism and Culture Division, Planning and Economic Development Department

Manager, Sport and Recreation Development, Recreation Division, Community Services Department

ANALYSIS / RATIONALE FOR RECOMMENDATION

Summary of key findings informing the 2013 proposed Concert Series are as follows:

- A demand exists; concert attendance targeted between 200 and 300 people per concert;
- Regular scheduling of two additional concerts (from six concerts to eight in total) in July and August would allow for audience growth;

- Continued programming of professional bands will result in strong audience attendance numbers;
- Increased social media promotion required to reach residents; and,
- Aging bandshell requires upgrade and refurbishment and offers challenges when presenting live music performances.

As a result of the pilot concert series findings, staff recommend hiring a service provider for a set management fee of \$4,000, including an option for the City to renew the fee-for-service contract for an additional two years at the same fee. This approach allows delivery of the Concert Series and related outcomes through community engagement thereby:

- strengthening the ability of the downtown community to meet their own needs;
- raising the profile of the service provider within their community;
- helping to develop community leaders; and,
- allowing the Concert Series to grow over time for the good of the local community.

Responsibilities of the service provider will include music programming, community engagement, artist contract development and management, stage management, promotion and audience surveys. City staff will act as event facilitator and will be responsible for managing the service provider's contract; budgeting and financial administration; ensuring that procurements follow the procurement policy; and reporting to Council.

ALTERNATIVES FOR CONSIDERATION

Alternative 1 – City run event

Council could choose to retain responsibility for the delivery of the Concert Series in Gage Park and continue to have it operated by City staff. Retaining the event would not capitalize on the community's ability to assume responsibility for the event, and to potentially grow it over time.

Staffing: Should Council choose to retain responsibility for this event, the Tourism and Culture Division will be challenged to work on the Concert Series due to other projects such as the War of 1812 Bicentennial Commemoration events including Tall Ships Hamilton 2013 and the Smith's Knoll Service resulting in overtime.

Financial: The financial implication associated with this alternative is estimated at \$1,430 in regular staff time and \$8,570 in overtime for a total impact of \$10,000. The event's growth and development over time would also require the commitment of additional financial resources by Council.

Legal: There are no legal implications to this alternative option.

Policy: There are no policy implications to this alternative option.

CORPORATE STRATEGIC PLAN

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Financial Sustainability

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Social Development

- ◆ People participate in all aspects of community life without barriers or stigma

Healthy Community

- ◆ Plan and manage the built environment
- ◆ An engaged Citizenry
- ◆ Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

APPENDICES

Appendix A to Report PED12203 - Request for Information C3-09-12

PM:ro



Hamilton

CITY OF HAMILTON

REQUEST FOR INFORMATION

**PLANNING, DEVELOPMENT, AND
IMPLEMENTATION OF SUMMER MUSIC CONCERT
SERIES AT
CITY OF HAMILTON'S GAGE PARK**

Project Number: C3-09-12

**Closes: 3:00:59 pm, Hamilton time
August 29, 2012**

**Procurement Section
Corporate Services Department**

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SUBMISSION LABEL

IMPORTANT

**THIS SUBMISSION LABEL
IS TO BE USED FOR
RETURNING SUBMISSION**

SUBMISSION SUBMITTED BY:

**Legal Name
of Respondent:** _____

Address: _____

PROCUREMENT SECTION

**City of Hamilton
Standard Life Building
9th Floor
120 King Street West
Hamilton, ON L8P 4V2**

COMMUNICATIONS NOTICE

All requests for information, instructions or clarifications must be set out in writing and directed to:

Scott Clark
Procurement Specialist
Procurement Section
Corporate Services Department
City of Hamilton
120 King Street West, 9th Floor
Hamilton, ON L8P 4V2

Telephone: (905) 546-2424, extension 5972
Fax: (905) 546-2327
Email: Scott.Clark@hamilton.ca

All questions related to this Request for Information or any clarification with respect to this Request for Information must be made no later than **three Business Days prior** to the closing date of this Request for Information in order that City staff may have sufficient time to respond. The City reserves the right to extend the deadline for questions if required regarding this Request for Information.

Written answers or clarifications to issues of substance shall be shared with all Respondents and issued as part of the RFI in the form of an Addendum. **All Respondents are advised that any Addenda issued will only be posted on the following website:**

biddingo.com/hamilton

It is the sole responsibility of each Respondent to check the website for any and all Addenda that have been issued for this Request for Information.

CHECKLIST

REQUIRED SUBMITTALS WITH THIS REQUEST FOR INFORMATION DOCUMENT

Reference Number: C3-09-12

PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF SUMMER MUSIC CONCERT SERIES AT CITY OF HAMILTON'S GAGE PARK

The Respondents are asked to provide the following as part of their Request for Information submission.

- Submit one completed Request for Information Form and **six** identical photocopies.
- Written responses to questions posed and additional information required to assist the City to fully understand each Respondent's submission.



City of Hamilton
Corporate Services Department
Procurement Section
Phone: 905 546 2773
Fax: 905 546 2327
Email: procurement@hamilton.ca

Scott Clark
Procurement Specialist
Telephone: (905) 546-2424, extension 5972
Email: Scott.Clark@hamilton.ca

REQUEST FOR INFORMATION NOTICE

Reference Number: **C3-09-12**

PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF SUMMER MUSIC CONCERT SERIES AT CITY OF HAMILTON'S GAGE PARK

**Closing 3:00:59 pm, Hamilton time
August 29, 2012**

Sealed Requests for Information, **one original plus six copies**, addressed to the Procurement Manager, City of Hamilton, Procurement Section, Standard Life Building, 120 King Street West, 9th Floor, Suite 900, Hamilton, ON, L8P 4V2 will be received at **only** the Procurement Section by the date and time stated above.

SCOPE OF WORK

The Planning and Economic Development Department of the City of Hamilton is seeking information from qualified, able and experienced vendors for the planning, development and implementation of a non-gated summer concert series in downtown Hamilton's Gage Park.

TO OBTAIN DOCUMENTS

Online: biddingo.com/hamilton

Fee: Documents are available at no cost

Hardcopy (in person):

Fee: Free of Charge
Location: City of Hamilton, Procurement Section, Standard Life Building,
120 King Street West, 9th Floor, Suite 900, Hamilton, ON, L8P 4V2
Time: 8:30 am to 4:30 pm

Procurement Manager
City of Hamilton

INSTRUCTIONS TO RESPONDENTS

Request for Information

Document Source: Request for Information

Definitions

In this Document, the following terms have the meanings set out below:

- **“City”** means the City of Hamilton;
- **“RFI”** means Request for Information
- **“Addendum”** means a written addendum issued under these Instructions;
- **“Respondent”** means any person submitting in response to a Request for Information.

This Request for Information (RFI) is issued for information gathering purposes. This RFI is not intended to be a formal competitive process or to necessarily result in the issuance of a Request for Tender or Request for Proposal (as applicable).

The City reserves the right to discontinue the Request for Information process at any time.

1. Nature of the Request for Information and Manner in which to Submit

- 1) Respondents are requested to submit **one original and six copies** of all information submitted
- 2) The RFI constitutes an invitation to Respondents to provide information to the City in regards to their specific expertise and best practice programming of non-gated outdoor music events.
- 3) These Instructions explain how Respondents are to submit their Request for Information submission and address certain legal implications relating to the Request for Information process and summarize how the information will be used.
- 4) The City wishes to fully understand each Respondent’s Request for Information submission. Therefore, each Respondent is encouraged to submit any additional material that it believes will facilitate the evaluation process.
- 5) Every submission should be typewritten, printed or in legible writing (in ink) and be,

- a. signed by the Respondent;
 - b. submitted in a sealed, opaque envelope (Respondents are asked to use the City provided envelope); and
 - c. marked and delivered in accordance with subsection (6).
 - d. Request for Information submitted by fax, e-mail, telex or other telegraphic means shall not be accepted.
- 6) Request for Information shall be submitted in a sealed envelope and marked with the contract number and the title of the RFI, and addressed and delivered to the Procurement Manager, 120 King Street West, 9th Floor, Hamilton, Ontario, L8P 4V2. They will be received (only at that Office) up to and including the closing time and date specified in the RFI Notice or as subsequently amended by Addendum.
- 7) Time is of the essence with respect to the submission of Request for Information packages. It is the sole responsibility of each Respondent to make sure that its Request for Information is delivered to the correct address no later than the closing date and time for the RFI.
- 8) Submissions shall be deemed to have been submitted only when actually stamped as received by the Procurement Section.
- 9) All documents prepared by a Respondent in preparing its Request for Information, and all oral presentations to the City in connection with a Request for Information, shall be without cost to the City, and neither the City's publication of an RFI nor the submission of a Request for Information shall be construed to oblige the City to use any information in the formulating of a Terms of Reference.

2. Request for Information Form

- (1) Every submission shall be submitted on the City's prescribed Request for Information Form, and should,
 - a) bear the original signature of the Respondent, inscribed in the space provided
 - b) so far as practical, all material included with a Request for Information should be enclosed in the sealed envelope containing the Request for Information. The Respondent bears the risk of loss where this requirement is not followed.

3. Review of Submissions of Information

- (1) At the close of the RFI, all submissions will be examined by a representative of the City's Procurement Section to confirm that they are compliant and otherwise complete.
- (2) At its sole discretion, the City may clarify any aspect of any submission received in respect of the Request for Information with any Respondent at any time,
 - (a) the purpose of such clarification may be,
 - (i) to enable the City to determine whether the information to which it relates complies with the Request for Information;
 - (ii) to resolve any ambiguity in the language used, or any other vague or uncertain aspect of the Request for Information
- (3) The right of clarification provided under this section is within the sole, complete and unfettered discretion of the City and is for its exclusive benefit, and may or may not be exercised by the City at any time and in respect to any or all Request for Information.
- (4) The right to clarify shall not impose upon the City a requirement to clarify with the Respondent any part of a Request for Information submission, and where in the opinion of the City the Request for Information submission is ambiguous, incomplete, deficient, or otherwise not acceptable in any aspect, the City may not further review the Request for Information submission.
- (5) Neither the review of its submission with any Respondent, nor the seeking of clarification under this section, shall oblige the City to enter into a Contract with that Respondent, or shall oblige the City to use the information, and shall not constitute an acceptance of that Request for Information submission.

4. Guidelines Regarding Irregularities

As a guide to prospective Respondents, but without qualifying any rights and privileges reserved to the City, the following are indicative of the manner in which a discretion reserved by the City is likely to be exercised with respect to irregular or non-compliant Request for Information:

- (a) late Submissions of Information may not be accepted and may be returned to the Respondent;

- (b) unsigned Request for Information Forms may require the Respondent to come in and sign the Request for Information Form before being reviewed.

but the City shall not be liable to any Respondent or other person where it elects to exercise discretion or reserved privilege or right in a manner different from that above indicated.

5. Clarification of Request for Information and Addenda

Each Respondent should review the entire RFI, including any and all addenda, prior to submitting any request for clarification of issues related to the RFI. Any questions regarding this RFI shall be transmitted to the contact person not less than 3 days prior to the submission time.

Any addenda shall be posted on the following website and is sufficiently served upon any prospective Respondent if so posted at:

biddingo.com/hamilton

6. Review Methodology

The City will review RFI responses with the intent to compose a Request for Proposal or Request for Tender if required.

No assumptions should be made that information regarding a Respondent or its members or experience, expertise and performance on other projects is known to the City other than the documentation and responses submitted to the City in this RFI.

CITY OF HAMILTON

Request for Information Form

Reference Number: C3-09-12

Project Title: PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF
SUMMER MUSIC CONCERT SERIES AT CITY OF
HAMILTON'S GAGE PARK

Response Submitted By: _____

Legal Company Name: _____

Incorporated Under the Laws of: _____

(Specify Province; Canada or otherwise and relevant statute)

Business Address: _____

Telephone Number: _____

Fax Number: _____

Email: _____

To: Procurement Manager,
City of Hamilton,
Standard Life Building,
9th Floor, Suite 900,
120 King St. West, Hamilton. L8P 4V2
(the "City")

Date: _____

The undersigned (the Respondent), confirms that it has carefully examined the Request for Information (RFI) and, having full knowledge and understanding of the contents of the RFI, including all addenda, confirms, acknowledges and agrees that:

- a) We acknowledge that we have received all addenda issued by the City and include provisions set out in such addenda.
- b) the persons signing on its behalf have full authority to represent the Respondent in any and all matters related to its RFI.
- c) This RFI is for information-gathering purposes only and does not create any legal obligation or restrict City of Hamilton rights regarding the procurement of any good or service.
- d) All materials submitted in response to the RFI will become the property of the City Of Hamilton.
- e) We acknowledge and agree that oral information, instruction and advice from the City representative, including but not limited to City staff and the City's Consultants, will not be recognized as changing in any way the content of the written Request for Information document and all Addenda thereto, and shall not be relied upon by us.

Authorized Signature

Please Print Name

REQUEST FOR INFORMATION

PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF SUMMER MUSIC CONCERT SERIES AT CITY OF HAMILTON'S GAGE PARK

1.0 Purpose

The Planning and Economic Development Department of the City of Hamilton ("City") is seeking information from qualified, able and experienced vendors for the planning, development and implementation of a summer concert series in Gage Park that is free to the general public (i.e. non-gated). Gage Park is an urban park located in downtown Hamilton. The City may decide in the future to seek a third party with the experience and expertise to plan, develop, and implement a summer music concert series at the Gage Park. The third party would provide the City with the creative expertise required to deliver a quality concert series connected to the community it serves on an ongoing basis.

Having completed a pilot program in 2011 and 2012, the City is investigating the possibility of financing an annual summer concert series at Gage Park to be programmed, managed and promoted by a third party on a fee-for-service contract. The third party would be responsible for delivering the following core activities:

- Artistic Directorship - the artistic vision of the music series within the following parameters: family-focused programming to include a diversity of genres showcasing local performers
- Community engagement - building participation of local musicians
- Administration and Personnel Management - development and management of performer, technician, stage management and other contractors, as applicable
- Financial Management - budgeting, managing cash flow, financial reporting
- Business Management - venue booking, staging of concerts (including supplying lighting and sound equipment)
- Fundraising and Sponsorship - solicitation of sponsorships and/or donations to potentially grow and/or enhance the concert series
- Promotions - marketing and publicity
- Audience Services - guest experience management

2.0 Project Background

In 2011 the City developed and promoted two outdoor music concerts in Gage Park, entitled "Gage Grooves", as a prototype for a potential summer music program. In the summer of 2012, the City expanded the scope and delivered an outdoor series of six concerts.

In both 2011 and 2012, "Gage Grooves" provided family-focused music performances of different genres held on Sunday evenings at the Gage Park Bandshell. The bandshell is located east of the downtown core at Gage Avenue South and Lawrence Avenue. The concerts were free of charge and scheduled for an hour and a half in length.

Performances showcased professional, local bands resulting in strong audience attendance numbers of 75 to 300 people per performance. The program was managed by staff from the City's Tourism and Culture Division (a division of the Planning and Economic Development Department) with support from a music booking agent and sound technician, both paid on a fee-for-service contract. Programming, technical considerations, stage management, administration, promotion and budgetary information from the pilot concerts are listed in TABLE 1 below.

TABLE 1

Concert Elements	Concert Information	2012 Budget * (6 concerts)	Notes
Venue	Gage Park Bandshell	\$600 (park permits)	<ul style="list-style-type: none"> • Park location well known to residents. • Accessible by bus, free on-site parking.
Amenities of Gage Park bandshell	<ul style="list-style-type: none"> • Outdoor stage (50 ft. wide, 37 ft. deep) • Fixed bench seating for 200 	--	<ul style="list-style-type: none"> • Good acoustics. • Bandshell capital improvements required. Limited on-site lighting equipment.
Concert dates	Sunday, July 15, 22 & 29 and August 12, 19, 26 in 2012	--	Concert series are traditionally held in other municipalities on Sunday evenings during the months of July and August.
Concert time	7:00 - 8:30pm	--	
Entertainment	A variety of music genres including blues, jazz, swing, pop and country	\$6,500 (6 performance fees, plus SOCAN)	For information on the 2012 performance schedule, visit www.hamilton.ca/specialevents
Audience	All ages	--	Target audience - residents of Ward 3
Attendance	75-300 per performance	--	Professional bands result in strong audience attendance.
Staging - equipment	Sound and lighting equipment rental	• \$8,400 for sound, lighting equipment	Current hydro capacity at the bandshell accommodates moderate sound and lighting systems.
Promotion	External promotional materials and communication messaging tools	\$3,000	
Programming and Management**	City staff, plus music booking agent, sound and lighting technician	<ul style="list-style-type: none"> • music booking agent flat fee \$750 • technician \$1,500 flat fee 	<ul style="list-style-type: none"> • music programming managed by booking agent. • administration, stage management, promotion and finance managed by City staff
Total Budget		\$22,000	•including contingency

* Figures are 2012 budget numbers, not actuals.

** Programming and Management figures are exclusive of City staffing costs.

3.0 ON SEPARATE SHEET(S) OF PAPER, PROVIDE A RESPONSE TO THE FOLLOWING:

1. State the current nature of business or activities of the Respondent, either as a company, organization or self-employed contractor.
2. Provide a brief history of the experience of the Respondent.
3. Describe how the Respondent would go about undertaking the work involved with programming and staging an outdoor music concert series in downtown Hamilton's Gage Park.
4. Describe how the Respondent would go about marketing and promoting a free outdoor music concert series to downtown Hamilton neighbourhoods.
5. Describe how the Respondent's expertise is applicable to planning, developing and implementing an outdoor concert series.
6. What are the benefits of utilizing a third party (such as the Respondent), as opposed to City staff, to determine the artistic vision of the concert series and to be responsible for programming and community engagement, administration and personnel management, staging and stage management?
7. What are the general terms that the Respondent would require in an agreement with the City to deliver summer outdoor concerts in Gage Park?
8. State any value added services that would be available from the Respondent.
9. Describe the fee structure for the Respondent's services to program, stage and promote six summer concerts. What factors might impact these fees? (Please note the City is requesting information on the fee structure only. This is not a request for quote for any good or service).
10. Provide any other information you consider would be useful.