HALIFAX
REGIONAL MUNICIPALITY

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 11.4.1
Halifax Regional Council
August 2, 2011

TO: Members of Halifax Regional Council

                          ‹   Original Signed

SUBMITTED BY,

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Mayor Peter Kelly, Chair, Executive Standing Committee

DATE: July 4, 2011

SUBJECT: Proposed Civic Events Working Group

ORIGIN

Regional Council's motion of June 15, 2010 adopting of the Special Events Strategy as proposed by Community Development, Community Relations and Cultural Affairs.

A Briefing Note from Andrew Whittemore, Manager Community Relations & Cultural Affairs, regarding implementation of the proposed Civic Events Working Groups which was before the Administrative Committee as Item 7.2 at the meeting of January 24, 2011.

The January 24, 2011 motion of the Executive Committee to refer this matter to the Audit and Finance Standing Committee and the Community Planning and Economic Development Standing Committee for review and comment.

A motion approved by the Executive Standing Committee at the June 27, 2011 meeting of the Committee.

RECOMMENDATION

The Executive Standing Committee recommends Halifax Regional Council endorse the governance model, outlined in the January 18, 2010 Memorandum from staff, which provides that the Canada Day Committee, the Bedford Days Committee, the Natal Day Committee and other similar committees operate as working groups rather than Committees of Council.

BACKGROUND

The Executive Committee considered this matter at its January 24, 2011 meeting at which time staff presented a governance proposal indicating that the intent was to allow existing Committees of Council such as the Canada Day Committee, the Bedford Days Committee and the Natal Day Committee to operate as working groups. The practical outcome of this would be that these groups could conduct their business in a more flexible manner.

During discussion note was made that other Standing Committees should have input to this matter and subsequently a motion was moved and passed to refer the proposal to the Audit and Finance Committee and the Community Planning Committee for review and comment.

The Community Planning and Economic Development Committee discussed the proposal at a meeting on May 12, 2011 and endorsed the working group model for Civic Event working groups. The Audit and Finance Committee considered the matter at a June 15, 2011 noting that it had been considered by Community Planning and Economic Development Standing Committee.

DISCUSSION

On June 27, 2011 the Executive Standing Committee considered an information report dated June 16, 2011 from Cathy Mellett, Municipal Clerk. Following a brief questioning of staff regarding the proposal, note was made that Table 1 on page six (6) of the January 18, 2011 staff memorandum provided a snapshot of the proposed governance model. A copy of the memorandum is attached.

BUDGET IMPLICATIONS

There are no additional budget implications associated with this report. Any costs related to the named Committees will be covered within the Community Relations and Cultural Affairs 2011-2012 Operating budget, Cost Center C760.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN
This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

Standing Committees of Council are comprised of duly elected members of Regional Council. All regular meetings are open to the public and agendas, reports and minutes are available on the HRM web site.

ALTERNATIVES

1.   Council may choose to not change the governance of Civic Event working groups. This is not recommended.

ATTACHMENTS

1.   January 18, 2011 Briefing Note from Andrew Whittemore, Manager, Community Relations and Cultural Affairs

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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: Sherryll Murphy, Deputy Clerk

Original Signed

Report Approved by: Andrew Whittemore, Manager, Community Relations and Cultural Affairs

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HALiFAX
REGIONAL MUNICIPALITY

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

MEMORANDUM

TO: Standing Committee Members

FROM: Andrew Whittemore, Manager Community Relations & Cultural Affairs

DATE: January 18, 2010

SUBJECT: **Proposed Civic Events Working Group**

BACKGROUND

There are more than 100 events annually delivered in HRM ranging in size, location and theme. While it is impossible for HRM to deliver all of these, HRM plays critical roles in event execution by way of grants, contributions, expert advice and logistical coordination. Below is a table that identifies and describes various event categories:

Event Categories	Event Description
HRM Special Events	Directly delivered existing and/or new major regional-scaled events identified in the Event Strategy as a priority and needed to address gaps.
Special & Major Hosting	Council endorsed Regional/National-scaled special events
HRM Civic Events	Council designated, citizen lead, regional celebrations identified in the Event Strategy as a priority.
Community Signature Events	Existing and/or new major regional scaled events identified in the Event Strategy as a priority and/or necessary to address existing gaps.
Emerging Community Events	Existing and/or new major scaled events identified in the Event Strategy as a priority and necessary to address gaps.
District Events	Existing and/or new small scaled, district oriented events

1.2 Strategic Policies Impacting Event Delivery and Governance
Halifax Regional Council recently adopted two strategic documents that will profoundly shape the future of HRM's governance model and event delivery. Specifically, Regional Council approved the Committee of Council Reform process to improve citizen engagement and governance as well as the first Event Strategy which outlines HRM's vision for events over the next 10 years.

    a) Committee Reform:
       In October 2010, Regional Council approved a new standing committee structure as part of Council Committee Reform initiative. In accordance with the new governance structure, an Audit and Finance Standing Committee comprised solely of members of Regional Council will be established. Reporting to the Audit and Finance Standing

Committee will be two sub-committees comprised of both Councillors and citizens – including the existing Special Events Advisory Committee and the Grants Committee.

b) Event Strategy

The strategy outlines the importance of creating a renewed Special Events Advisory Committee (SEAC) to take on the primary governance role of implementing the *HRM Event Strategy*. The strategy suggests that an expanded composition with more inclusive membership is required in order to facilitate opportunities for improved dialogue and coordination among all event stakeholders. The strategy recommends the establishment of three new panels under the umbrella of SEAC: the Cultural Events Panel (CEP), the Sport Hosting Panel (SHP), and the Destination Marketing and Promotions Panel (DMPP). Other recommendations include a change to Committee Council model for governing major community and civic events, in favour of a "working group" model.

DISCUSSION

It is estimated there are thousands of HRM citizen volunteers involved in delivering events each year. The type of work that volunteers provide includes planning, organizing, fundraising, sponsorship, and on site-logistics. Without the participation of citizen volunteers many events in HRM would simply not occur.

1. A Proposed Civic Engagement Model

With Council's endorsement of the new Event Strategy and Council Reform, the three event based Committees of Councils (ex. Natal Day, Canada Day, Bedford Days.) would no longer be repositioned. Specifically, Council recognize that citizen volunteers are a highly valued asset and an essential aspect of the event delivery model employed by HRM. Consequently, in order to maintain a positive working relationship and citizen engagement model, staff are proposing the establishment of a new "working group model" to replace the former "Committee of Council":

a) Civic Event Working Groups:

Civic Event Working Groups (CEWG) are defined as "volunteer citizen groups that plan, co-ordinate, and execute HRM Civic Events, Community Signature and Emerging Community events, as generally defined in Table 1". Civic events staff will provide varying degree of support to such Groups as noted in table 1. Such groups will not have an official reporting relationship to Regional Council, but Councillors will be kept informed of plans etc. via civic event staff.

Group Composition: The composition of the CEWG and sub groups shall represent the diversity of the citizens of the community and include a variety of interests and skill-sets applicable to events. It is recommended that the size of the group (not including sub groups) be approximately 11 members.

Recruitment: A variety of communication methods will be employed by Civic Events to promote the volunteer opportunities.in support of events that staff will recruit (i.e. **HRM Special Events, Special & Major Hosting, HRM Civic Events**) Such techniques include information at the library, Good Neighbours, Great Neighbourhoods, Volunteer Services, and Recreation Services. Staff may employ a recruitment process (i.e. application, short interview) be used to ensure diverse representation and skill sets are sought.

Governance: The governance model employed by events not directly supported by staff may vary based on what works best for the group. Staff will provide information and guidance on suggested practices for the effective operation of the group.

Table 1 - Event Working Group Categories

Event Categories	Event Description	Staff Role	Governance Model
HRM Special Events	Directly delivered existing and/or new major regional-scaled events identified in the Event Strategy as a priority and needed to address gaps.	• Complete event management defined as planning, organization and delivery of all aspects of the event program including sponsorships, partnerships, logistics, program design, execution, and budget and risk management. • **Event Execution Volunteers Recruitment**	• No Group • Event Execution Volunteers (no cap)
Special & Major Hosting	Council endorsed Regional/National-scaled special events	• Complete event management as required by agreement. • ***Working Group Recruitment***	• Working Group, where required. • (maximum 11) • Chair, defined by hosting agreement • Event Execution Volunteers (no cap)
HRM Civic Events	Council designated, citizen lead, regional celebrations identified in the Event Strategy as a priority.	• Combination event facilitation and management defined as planning, organization and delivery of all aspects of the event program including sponsorships, partnerships, logistics, program design, execution, and budget and risk management. • ***Working Group Recruitment***	• Working Group (maximum 11) • Citizen Chair • Event Execution Volunteers (no cap)
Community Signature Events	Existing and/or new regional scaled events identified in the Event Strategy as a priority and/or necessary to address existing gaps.	• Combination event facilitation, event management, and community capacity building • Staff support will vary depending upon the capacity of the community • Increase/decrease of support will be gauged over time	• Working Group • Citizen Chair • Event Execution Volunteers (no cap)
Emerging Community Events	Existing and/or new regional scaled events identified in the Event Strategy as a priority	• Combination event facilitation, event management, and community capacity building • Staff support will vary depending	• Working Group • Citizen Chair • Event Execution Volunteers (no

Event Categories	Event Description	Staff Role	Governance Model
	and necessary to address gaps.	upon the capacity of the community	cap)
Council District Events	Existing and/or new small scaled, district oriented events	• Community Capacity building • Advice re: event management, sponsorship training, etc.	• Working Group • Citizen Chair • Event Execution Volunteers (no cap)

Responsibilities: The responsibilities of the members of a CEWG may include the following:

- receiving orientation/ training information
- participation in the annual volunteer conference
- developing an event work plan
- seeking funding to support the event;
- completing necessary documentation;
- promoting the event;
- volunteer recruitment
- adhering to policies and procedures, particularly with regard to financial Agreements and risk management
- report writing and communications
- ensuring that a positive team environment exists within the group
- adhering to a volunteer code of conduct
- establishing sub groups as needed to assist with event planning
- engaging other community stakeholders