

3 SERVICE LEVEL REVIEW & RELATED OPPORTUNITIES – Service Driven

b. Improvement Opportunity: Community Services – Special Events

“The special events are amazing and so personalized, other towns and cities don't do as well of a job.” – Aurora Resident

Opportunity #15: Develop a Council-approved policy for Special Events Calendar planning.

Rationale & Description: An annual Special Events Calendar is developed and includes room for ad hoc requests and contingencies throughout the year. However, sometimes the Special Events team is required to host more ad hoc events than originally budgeted, which causes capacity challenges for staff and impacts the ability to deliver quality service.

- There is opportunity to formalize this process further by developing a Council-approved policy on how those ad hoc requests will be managed, including developing a Council-approved evaluation criteria to prioritize proposals.
- The policy would also establish clear controls to not increase the service levels without dedicating extra resources (i.e., hosting more events than budgeted).

Revenues/Cost Savings	Level of Investment	Change Impact Assessment		Leading Practice/Benchmarking
Cost-savings: Productivity savings of \$23,000 per year from <i>Standardizing Processes</i> .	5-10% (or 2-5 weeks) of Manager, Recreation capacity to drive policy development (\$7,100 to \$14,300).	Service Delivery	H	<ul style="list-style-type: none"> • The City of Sarnia have a Festival and Event Policies & Procedures Manual that serves as the guiding document to manage festivals and events that benefit the City and its citizens (see here). • The Town of Richmond Hill has developed a Festival and Events Strategy that aligns decision-making on events to the Town's Strategic Plan and Cultural Plan (see here). Pg. 34-41 outline an evaluation framework for events.
		Processes	M	
		Org Structure	L	
		Technology	L	
		Data and Reporting	L	
		People and Culture	M	
		Overall	M	
Risks/Challenges	Timing			
COVID-19 and related public health measures have disrupted events programming around the world. There is likely to be some uncertainty around events planning over the next 12-18 months.	Wave 1.			