
TO: GENERAL COMMITTEE

SUBJECT: CITY OF BARRIE WATERFRONT PAGEANTRY PROGRAM

WARD: ALL

PREPARED BY AND KEY CONTACT: N. GAVARRE, INVESTMENT COORDINATOR EXTENSION #4431

SUBMITTED BY: Z. LIFSHIZ, EXECUTIVE DIRECTOR OF INVEST BARRIE

GENERAL MANAGER APPROVAL: Z. LIFSHIZ, EXECUTIVE DIRECTOR OF INVEST BARRIE

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That a banner based Waterfront Pageantry Program located on Lakeshore Drive along the City's Waterfront with a minimum of two banner changeovers per year, be approved.
2. That staff in Invest Barrie and Access Barrie be directed to create the designs, colours and themes of the Waterfront Pageantry Program to ensure consistency with the City of Barrie's brand and the Downtown Banner Pageantry Program.
3. That staff in Invest Barrie and the Roads, Parks and Fleet Department be directed to identify locations for the banners, define a maintenance protocol to be followed by the supplier, and to ensure that the Waterfront Pageantry Program is complimentary to the City's Horticulture Beautification Program.
4. That the Waterfront Pageantry Program be funded through the existing 2019 Budget.

PURPOSE & BACKGROUND

Report Overview

5. The purpose of this Staff Report is to seek direction for the implementation of an annual banner-based pageantry program, to be deployed along segments of Lakeshore Drive, for limited periods of the year.
6. In 2017, the City of Barrie was approached by The Look Company regarding a proposal to create a banner-based pageantry program in the City, in celebration of Canada's 150th birthday. The program would include 150 banner flags, branded in the theme of Canada's 150th celebration and installed along the waterfront, and an additional 20 flags installed throughout the downtown core.
7. The Look Company is a Barrie-based business, with global operations focused on bringing promotions, branding and messaging to life through the use of wide format high definition digital textile printing.
8. On March 27, 2017 City Council passed motion 17-G-048, which directed staff to proceed with the proposed Canada 150 Pageantry Program. This created a positive way for the City to work with a

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- local business on an initiative that would, through flags and imagery, commemorate the City's history and Canada 150. In addition, the program would provide a means for the City to evaluate whether engaging in a pageantry program is a direction that City Council would like to take in the future.
9. The Canada 150 Pageantry Program was established as a 1-year pilot program, with an agreement that specified that The Look Company was to be responsible for all costs and expenses associated with the work, installation, maintenance, repair, and removal of the decorative banners related to the pilot program.
 10. The Look Company was to provide up to 150 decorative banners for the waterfront and up to 20 decorative banners for the downtown. In addition, the company would provide and install the infrastructure needed to display the banners along the waterfront and in the downtown. The infrastructure for the waterfront banners was attached to the light standards on lakeshore Drive, whereas the infrastructure for the downtown banners consisted of freestanding flagpoles with weighted bases.
 11. During 2017, there were several "series" of banners, with each series focused on a theme. For example, the first series celebrated Canada's 150th birthday with historic images, while the second series focused on celebration and promotion of the "Illuminate Barrie" event.
 12. Each banner was sponsored by a local business or individual, with the sponsor's logo or name displayed on the bottom portion of the banner. Raising sponsorship funding was the responsibility of The Look Company, and this funding was used to cover costs associated with the production of the banners.
 13. Throughout the pageantry program of 2017, staff had received positive feedback regarding the overall program, in addition to a number of specific requests made to staff and the Downtown BIA aimed at continuing the downtown portion of the pageantry program beyond 2017. The downtown banners were installed on freestanding flagpoles and weighted bases, and banners that were larger than the ones on the waterfront.
 14. In the 2018 City Budget, staff submitted a new investment proposal aimed at continuing the downtown banner portion of the pageantry program beyond the pilot. In the proposal, the cost of the banners would be included in the City's budget, and use of the freestanding flagpoles and weighted bases would be donated to the City by The Look Company. The program was approved as part of the 2018 City Budget and Business Plan.
 15. In January, 2018 The Look Company approached the City of Barrie with a request to extend the pageantry pilot program agreement for an additional year, focused on the waterfront banners.
 16. The pilot program agreement was extended to December 31st of 2018, with the goal of exploring the viability of implementing an ongoing pageantry program that would be supported through sponsorship (as had been done in 2017 during the year of Canada 150 celebrations), as well as assessing the viability of a program focused on banners that would be branded in the theme of events and celebrations happening throughout the year. Both parties agreed that the pilot would not be extended again past December 31, 2018.
 17. The extended pilot program agreement included four banner changeovers during the year for all banner locations. The four changeovers would ensure that the banners would remain fresh, bright, and colourful throughout the year, and would add to the aesthetic of the waterfront.

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18. As with the initial pilot agreement, The Look Company was to be responsible for all costs and expenses associated with the work, installation, maintenance, repair, and removal of the banners, as well as all of the sponsorship raising efforts required to fund the work.

ANALYSIS

19. Pageantry initiatives can provide an attractive way for a City to celebrate or commemorate an occasion (as was the case with Canada 150). In the first year of the pilot, the City of Barrie received positive community feedback in regards to the pageantry installations – particularly regarding the Downtown Banners as well as the Canada 150 and Illuminate Barrie series of the Waterfront Banners.
20. Key to the success of the first year was that:
- a) All available banner locations were installed with a banner flag, ensuring no empty banner locations interspersed amongst the filled banner locations.
 - b) All installations and removals occurred on a timely basis. There were no outdated flags that remained for a period of time past the completion of an event, and all flags looked colourful and bright and did not experience fading or visual fatigue)
21. The completeness and timeliness of the banner installations and changeovers in the first year of the pilot was supported by the fact the initial year of the pilot program was positioned as a celebration of Canada150, which increased the propensity for the supplier to secure sponsorship funding to offset the cost of the banners.
22. The second year of the pilot program incurred several challenges related to completeness and timing of installations, and these impacted the desired look and feel of the waterfront pageantry initiative. The increased difficulty experienced in securing the sponsorship needed to support complete and timely installations of series during the second year was a contributing factor. It can be expected that the effectiveness of a recurring sponsorship-based funding model would decline over time, particularly as new programs are introduced throughout the community that seek the support of sponsors.
23. The 2 years of the pageantry pilot program had provided valuable lessons regarding the best way to implement and manage a pageantry program for the City of Barrie.
24. Based on the positive feedback received during the first year of the pilot, as well as the many positive impacts of a well-managed pageantry program, staff are recommending continuing with a pageantry program along the waterfront. Incorporating the outcomes and lessons of the entire pilot initiative, with the aim of maximizing positive outcomes and avoiding the challenges, the ongoing program is proposed to be structured as follows:
- a) City-funded – To avoid the timing and completeness risks associated with a sponsorship-based funding model, the program is proposed to be City-funded with a supplier selected through open market competition. It is anticipated that the cost of the program can be accommodated within existing budget allocated for the downtown pageantry program.
 - b) Targeted summer installations – The program is proposed to have 2 base series installed during the summer, each lasting approximately 2 weeks. Each series will highlight one or more events or celebrations in the community, with additional series will be accommodated

on an as-needed basis. With this approach, each installation looks bright and colourful, and is appears as “unexpected” – thereby drawing attention to the content on the banner.

- c) Focused locations – The ongoing waterfront pageantry program is proposed for the segment of Lakeshore Drive that runs north-south, parallel to Bradford Street. The exact locations of the program will be included in a subsequent memo to Council, following the selection of a supplier.
- d) Coordinated colours and designs – The banner colours and designs are proposed to be coordinated with both the flower colours used in the Horticulture Beautification Program that is located on the same light standards along the waterfront, as well as the designs and colours of the downtown pageantry banner program.

ENVIRONMENTAL MATTERS

25. There are no environmental matters related to the recommendation.

ALTERNATIVES

26. The following alternatives are available for consideration by General Committee:

Alternative #1

General Committee could not choose not to proceed with a waterfront banner-based pageantry program, and remain with the existing City of Barrie Horticulture Beautification Program.

This alternative is available to General Committee and would not have any significant consequences.

FINANCIAL

27. Currently there is an existing flag/banner budget, which was allocated in the 2018 Budget for the downtown banner-based pageantry program. The implementation of an ongoing waterfront banner-based pageantry program would seek to utilize this existing budget. Should the waterfront program recommendation not move forward, there would be a reduction in the pageantry budget in the amount of approximately \$8000 - \$10,000 in the 2019 Budget and Business Plan. No additional staff resources will be required to implement the recommendation.

LINKAGE TO 2018-2022 STRATEGIC PLAN

28. The recommendation(s) included in this Staff Report support the following goals identified in the 2018 - 2022 Strategic Plan:

- Fostering a Safe and Healthy City
- Building Strong Neighbourhoods