



## City of Hamilton

# GENERAL ISSUES COMMITTEE ADDENDUM

**Meeting #:** 18-003(k)  
**Date:** March 2, 2018  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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Hamilton

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## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	March 2, 2018
<b>SUBJECT/REPORT NO:</b>	2018 Budget Drivers - Tourism Bid Attraction (PED18056) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Anna M. Bradford (905) 546-2424 Ext. 3967
<b>SUBMITTED BY:</b>	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

### Council Direction:

At the General Issues Committee Budget Meeting of February 16, 2018, staff was directed to provide information on attracting the conference, meeting, and sports sector to Hamilton including spending on bid fees.

### Information:

#### Importance of Tourism to Hamilton

Hamilton is a dynamic city with unique geographic and cultural attributes. Tourism is becoming increasingly important to the economic health of the City and is a platform for building further economic growth. The City attracts over 4.5 million person visits annually mainly from near-in markets, and these visitors spend an estimated \$359.5 million per year.

In 2014 the City of Hamilton's Tourism and Culture Division undertook a strategic planning process based on extensive consultation with industry and City staff. The intent of the process and this Strategy is to establish a strategic approach to the growth and development of tourism – one that is cohesive and partnership-based, designed to enhance the image and competitiveness of Hamilton as a visitor destination, grow visitation, meet visitor expectations, and generate economic and social benefits for the whole community.

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

**SUBJECT: 2018 Budget Drivers – Tourism Bid Attraction (PED18056) (City Wide) -  
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## **VISION**

Hamilton is a distinctive destination recognized for creativity, authentic experiences and people, and outstanding hosting capability.

## **GOALS**

- Increase the appeal of Hamilton;
- Enhance Hamilton's image as a destination;
- Attract new visitors;
- Inspire visitors to stay longer and spend more money;
- Deliver authentic experiences; and,
- Excel in the provision of hospitality.

## **STRATEGIC PRIORITIES**

### **LEADERSHIP:**

Developing a sustainable and collaborative tourism leadership structure.

### **MARKETING AND COMMUNICATIONS:**

Establishing a positive destination identity and growing Hamilton's share of the markets with the highest potential for return.

### **DESTINATION DEVELOPMENT:**

Creating a great destination and enhancing Hamilton's 'welcome.'

## **DEMAND GENERATORS**

### **PRIMARY**

- Meetings and conventions
- Sport tourism
- Arts, culture, and entertainment

### **SECONDARY**

- Nature-based tourism, heritage and the waterfront – sites and related attractions

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**SUBJECT: 2018 Budget Drivers – Tourism Bid Attraction (PED18056) (City Wide) -  
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## **HOW DO WE ATTRACT VISITORS**

### **Leisure Marketing:**

#### Tactics:

- Tourism Hamilton Web
- Social Media
- Advertising and Promotion such as Visit Hamilton Magazine
- Digital Marketing
- Media Relations – pitching stories – proactive and reactive by example New York Times, West Jost Magazine, Globe & Mail, Huffington Post, Toronto Star, On Route Magazine, Canadian Geographic, etc.
- Tourism Hamilton Blogs
- Fam Tours – Influencers
- Collateral materials

### **Conferences, Meeting, and Sports Market:**

#### Tactics:

- Tradeshows
- Sales Missions
- Sales Calls ( new and repeat business)
- Fam Tours
- Attendance at local events, such as those hosted by the Chamber of Commerce, to promote bringing conference, meeting and sports events to Hamilton
- Convention Building
- Collateral materials
- Tri-city bids initiatives
- Multi-year pitches

### **Bids**

Competition for securing conferences, meeting and sports events is aggressive. Many events require a confirmed bid fee for Hamilton to even be considered. Similar to a construction tender the funds for a bid fee must be identified and available. Currently, staff are bidding on events into 2024/25. Bids are sometimes due now for conferences, meeting and sports events taking place five or even ten years in the future. However, any bid fee funding identified, although not paid out now, must still be identified and secure. Therefore the Tourism reserves must be sufficient and stable.

In 2016/17 staff identified approximately \$418,216 in both bid fees pending, confirmed and paid out.

**SUBJECT: 2018 Budget Drivers – Tourism Bid Attraction (PED18056) (City Wide) -  
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To provide an understanding of volume of activity the list below represents Conferences, Meeting and Sports Events activity levels in 2017. The list represents a combination of won, active and lost bids managed by staff.

2017 Gyro International Annual Convention  
 2017 Parks and Recreation Ontario MBA Symposium  
 2017 Canadian Association of Research Libraries  
 2017 Badminton Canada Junior National Training Camp  
 2017 Canada Quest 3 x 3 Tournament – hosted by McMaster University  
 2018 Canadian Country Music Awards  
 2018 Canadian Hard of Hearing Association  
 2018 Ontario Physiotherapy  
 2018 Canadian Society of Palliative Care Physicians  
 2018 National Touch Football Championships  
 2018 Hockey Canada Gala and Golf Tournament  
 2018 CUCCOA Conference and AGM  
 2018 Canadian Alliance to End Homelessness  
 2018/2019/2020 Ontario Federation of Agriculture  
 2018 International Association of Airport Executives  
 2018 Canadian Merchandising Association  
 2018 Badminton Canada Jr. National Training Camp  
 2018 Eye Recommend Conference  
 2018 Craft Breweries Conference  
 2018 MasterCard Memorial Cup  
 2018 Watchtower Conference  
 2018 Canadian Beef Industry Conference  
 2018 U16 Eastern Football Championships  
 2018 OHF Hockey Championships  
 2018 Nanowire Conference  
 2018 Quidditch Canada National Championships  
 2018 CanSpex Annual Conference  
 2019 Ontario Tourism Summit  
 2019 Canadian Country Music Awards  
 2019 JUNO Awards  
 2019 Ontario Motorcoach Association  
 2019 U Sports Men's National Volleyball Championships  
 2019 Canadian Association of Paediatric Health Centres  
 2019 Academy of Sports Dentistry Annual Symposium  
 2019 Ontario Motorcoach Association  
 2019 Canadian Association of Pathologists  
 2019 Badminton Canada Jr. National Training Camp  
 2019 U18 Football Canada Cup  
 2019 U16 Eastern Football Championships

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2020 FCM Sustainable Communities Conference  
2020 Ontario Architects Association  
2020 North American Indigenous Games  
2020 North American Indigenous Games  
2020 Kin Canada National Convention  
2021 Ontario Nurse Practitioners Association  
2022 Building Officials  
2026 FIFA Men's Soccer Championships

AB:ro



Hamilton

# INFORMATION REPORT

<b>TO:</b>	Chair and Members General Issues Committee – Budget Deliberations
<b>COMMITTEE DATE:</b>	March 2, 2018
<b>SUBJECT/REPORT NO:</b>	Priority Methods for Road Repairs due to Winter Damages (PW18020) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gord McGuire Geomatics & Corridor Management (905) 546-2424, Extension 2439
<b>SUBMITTED BY:</b>	Gord McGuire Geomatics & Corridor Management 
<b>SIGNATURE:</b>	

## Council Direction:

N/A

## Information:

The winter of 2018 has accelerated serious roadway surface deterioration on a number of roads across Hamilton. As a result, staff undertook a process to inspect road segments and identify those which are not within the near term capital budget forecast and require short term interventions as a result of accelerated decline.

While Public Works routinely analyzes the City's road network to develop the capital replacement program, the experience over this winter suggests that temporary, more agile, actions may be needed over the near term to respond to these conditions.

The primary goals of this effort will be to maintain and / or increase service levels while reducing impacts on maintenance and operating budgets.

The following is an outline of the criteria that will be considered in responding to these road failures. Important criteria staff will consider in assessing these roads include;

- (1) Condition of the road – staff from both Roads & Traffic as well as Engineering Services have inspected a number of sites and developed a priority list based on observations made in the field;
- (2) Risk management claims – Staff are also evaluating risk management claims to prioritize the list to reflect the occurrence of claims from the motoring public;

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- (3) Traffic volumes – traffic count data is being used to prioritize the list to recognize the increased risk relative to increased usage of any of the road segments being considered for action;
- (4) Speed limit – the condition of the road surface and the integrity of it becomes more important at higher speeds;
- (5) Profile of the traffic, heavy trucks, transit vehicles and equipment using the road that will accelerate the decline of already jeopardized road surfaces;
- (6) Capital programming – staff will also review the existing capital program to understand where the affected road segment may reside in our program to inform whether or not immediate, short term or longer term interventions should be undertaken. For example; as LRT is expected to be undertaken within the corridor on Main Street West within the next 3-5 years any intervention at this location will be designed to ensure the roadway is able to provide service for intervening period of time.

To maximize the effectiveness of this program best efforts will be made to coordinate with potential underground works such as sewer, water or other affected utility infrastructure. The programs priority however is meant to address the surface deficiencies of the identified road segments and provide a rehabilitation strategy that repairs the current road surface in its existing configuration.

Through this process staff intend to report back to Committee with a prioritized comprehensive list of roads throughout Hamilton that require short term intervention as a result of applying the criteria 1-6 above.

While the capital budget program is already established for 2018 there may be opportunity to make minor additions to it in season, some projects identified may be delivered in 2019, and projects that require significant rehabilitation and coordination with other utilities may not be delivered until 2020.

**Appendices and Schedules Attached**

None

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# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	March 2, 2018
<b>SUBJECT/REPORT NO:</b>	Budget Referred Item: \$90,000 operating budget enhancement to support “on-demand” production services (PW18027) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Delfina Duarte (905) 546-2424, Extension 6627
<b>SUBMITTED BY:</b>	Rom D'Angelo C.E.T.; CFM Director, Energy, Fleet and Facilities Management Public Works Department
<b>SIGNATURE:</b>	

## Council Direction:

On July 14, 2017, Council approved all of the recommendations made in Report CM16006(a)/PW17058 (Copy hereto attached as Appendix A) including recommendation (c) as follows:

“(c) That staff be authorized to issue a new Request for Proposal for “on-demand” production services for select meetings including Council Meetings and some Committee meetings with an upset limit of \$90,000 annually funded from the City Hall Facilities Operating Budget Department ID#791501 and that staff put forward a 2018 operating budget enhancement of \$90,000/annually to support this service moving forward.”

At the General Issues Committee budget meeting of February 16, 2018, the above noted \$90,000 enhancement was presented and discussed as a Referred Budget Item. The General Issues Committee tabled the item subject to receiving a staff report with further information justifying the request.

This report provides the requested information in support of justifying the need for the operating budget enhancement of \$90,000 annually to be used for procuring “on-demand” production services (Audio Visual (AV) Specialist) in order to fully optimize the use of the new high definition live streaming system.

## Information:

In January of 2018, the City made an investment of approximately \$350,000 into a sophisticated system that integrates high definition audio visual streaming equipment

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**SUBJECT: Budget Referred Item: \$90,000 operating budget enhancement to support “on-demand” production services (PW18027) (City Wide)**  
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with customized software. The system is installed in both Council Chambers and in Room 264 at City Hall.

For the first time, the City is capable of broadly broadcasting its own video on mass. This is a new and exciting opportunity that helps raise Hamilton to a new level but it should be managed carefully and with some prudence to ensure that technically it is of the highest professional quality so that it can become the factual (unedited) “go-to” reliable record on Council business.

However, the system is fairly complicated and includes microphones driven by software that control 5 cameras. The audio output is mixed with the video in real time to produce a live stream. There are outputs to the new agenda management system (Escribe), to Cable 14 and, soon, to the City’s dedicated YouTube channel.

The system is, in fact, designed to operate automatically. Often an operator has very little to do during a meeting and may even leave the meeting after it is well underway. However, from the beginning of the project, staff has strongly recommended that the services of an AV Specialist (operator) are still required “on-demand” in order to ensure that Council is professionally represented. Council was first informed of this recommendation at the beginning of the project, through the July 10, 2017 report (see Appendix A page 2 of 6).

“In addition, while the new video system is designed to work in automated mode, meaning that the cameras will pan to the speakers based on microphone activation, staff recommends issuing a further Request for Proposal for on-demand production services whereby an operator would manage the camera switching and ensure a high quality production including the correct speaker is on camera, proper graphics (speakers names) and real time camera switching occurs during the livestreaming of meetings.”

**Reasons for recommending AV Specialist Services:**

The staff recommendation for funding and procuring these services is based on the following reasons:

- a) For the first time, the video feed is leaving the City’s network and entering into the public realm, *in real time*. Once it is out in public it cannot be retrieved. Therefore, it is prudent to monitor and have control over the quality of the product going out.
- b) Camera adjustments can be necessary at any time during the meetings. For example, if an on-camera Speaker has moved positions and is no longer on camera, the operator can make the required adjustments or if a speaker has left his microphone on and has forgotten that they are on camera the operator can make the required adjustment.

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- c) During meetings the operator can make adjustments to the audio system when there are mixing problems, such as lip syncing issues.
- d) Since January of 2018, Cable 14 is using the City’s video feed to broadcast Council Meetings and this is a benefit to the City. Cable 14 has high standards for their production requirements. Adjustments have to be made on a periodic basis to support the broadcast. Cable 14 has informed the City that if the quality of outgoing feed does not meet their standards they may abandon the use of the City feed.

Without a knowledgeable operator (the AV Specialist), the system will work but over time it will degrade. This is, in fact, what happened with the previous camera/audio system in Council Chambers. Over time the functionality of the 4 cameras was reduced to one camera that was fixed wide shot mode. The audio degraded and the voting system was abandoned. The same outcome is likely if the performance of this new system is not continuously monitored and managed.

**What are the responsibilities of the AV Specialist (Scope of Work)?**

The services provided by the AV Specialist will be “on-demand” meaning that the AV Specialist will be called in as needed. Staff expects that the Specialist will be required for all Council Meetings, General Issues Committee Meetings and Public Works Committee Meetings and may be required for other select meetings. The AV Specialist may be asked to attend the full meeting or only until the production quality is assured.

The main responsibility of the AV Specialist will be to monitor the output video feed and to ensure that the highest possible quality is produced.

The following tasks will be performed:

- a) At start of meeting ensure all equipment is turned on, tested and operating as designed. Ensure that the feeds are transmitting properly to the distribution channels including (Escribe, Cable 14, YouTube etc.)
- b) Ensuring that the lighting is on and adjusted to provide the best video quality without lighting distortion
- c) Verify that the presentation equipment is working as designed and optimized as required
- d) Consult with Speakers as necessary before and after meetings to assist with tips to ensure everyone presents at their best
- e) Address any media concerns
- f) During the meetings adjust camera views to ensure speakers are in frame and that the chosen frame configuration is suitable for the meeting in question, as well as, that the audio system is optimized during meetings

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**SUBJECT: Budget Referred Item: \$90,000 operating budget enhancement to support “on-demand” production services (PW18027) (City Wide)**  
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- g) Using expertise and judgement make adjusts to the camera frames based on changes in workflows or in order to make improvements considering the end user’s experience and feedback received
- h) During meetings handle unforeseen situations and adjust the video shots as necessary to protect privacy or other sensitivity matters
- i) Monitor the outgoing feeds to make sure no interruption of service or mixing issues occur
- j) After meetings, ensure that the local back up of the video is completed successfully
- k) Provide on-demand video clipping services for Staff and Council only
- l) Provide staff with ongoing expertise and recommendations related to any issues/change requirements (software and hardware)
- m) Provide ongoing training to new Staff and Council on the current system
- n) Ensure the titling and voting system (soon to be deployed) is updated and accurately reflects current meeting configurations (Clerks may also perform this function). Where ongoing changes become permanent (such as new positions filled) make changes permanent in pre-defined pick lists for easier selection by users.
- o) Provides minor adjustments to system and minor repairs including ensuring audio jacks work and microphones are replaced if not working
- p) On request perform camera switching services in Room 264 (Room 264 does not have automatic camera switching)
- q) Be available to staff and Councillors during meetings to handle any malfunctions
- r) Interact with IT Services to facilitate, support and assist with any IT related requirements
- s) Troubleshoot any other issues that affect quality. For example, recently doors opening cause vibration in the cameras, this was a troubleshooting issue currently being addressed.
- t) Make minor changes to the code as required or authorized by Crestron or MacLean Media
- u) Order spare parts as required to keep on hand for repairs

The AV Specialist will be expected to be a Crestron certified technician (Crestron is the manufacturer of system) with previous experience in the video production industry.

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**Can these services be performed by City staff?**

In some municipalities with similar systems these functions are performed by in-house staff. Information Technology (IT) resources were engaged during the implementation of the livestreaming solution. IT will continue to provide services to support the software and hardware components of the solution. However, IT does not have the subject matter expertise, skill sets or the resource capacity required to deliver the services of an AV Specialist.

In addition, given that the services would be used only as required, it is expected that a full time position is not warranted for this role. However, a minimum of two skilled people would be required to fulfil the function due to expected schedule of hours and to cover vacations/absences.

**What are the benefits of contracting out this service (vs in-house)?**

Contracting out these services will provide the following benefits:

- a) assures subject matter expertise in Crestron specific systems with ongoing training provided by the successful vendor
- b) provides flexibility (1 year contract term with renewal options, if services are not need or deemed not valuable there is no long term commitment)
- c) provides flexibility to cover evenings, partial meetings and ad-hoc scheduled meetings
- d) ensures that the City fully optimizes and fully uses the new system to its full extent

**What alternatives were considered?**

The following alternatives were considered:

- a) Use the system only in fully automated mode and accept the inherent risks (previously identified) of sending out a live feed with no quality monitoring or control. This option is not recommended.
- b) Call on the original vendor (MacLean Media) for support as required. Without a competitively procured contract, however, the rates for service (outside of warranty work) cannot be guaranteed.
- c) Approve a lower budget enhancement –the \$90,000 budget request was calculated by reviewing the number of select meetings for the year and estimating the length of the meetings. The \$90,000 was calculated as an “upset” limit and can be reduced, understanding, however, that contractor service levels will be adjusted proportionately. In addition, given that we are now two months into the 2018 year, a reduction in the \$90,000 is feasible for 2018. \$75,000 may be considered a reasonable option.

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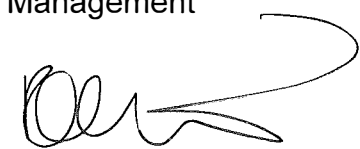
- d) Require that staff perform some functions despite having limited skills and resources to support the time commitment required. This option was the one exercised with the previous camera system and is not recommended because the system will degrade over time.

**Appendices and Schedules Attached**

**Appendix A** – General Issues Committee Report (CM16006(a)/PW17058) dated July 10, 2017 –Modernizing the City of Hamilton’s Live Streaming Capabilities and Experience



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
*and*  
**PUBLIC WORKS DEPARTMENT**  
*Energy, Fleet and Facilities Management Division*

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	July 10, 2017
<b>SUBJECT/REPORT NO:</b>	Modernizing the City of Hamilton's Live Streaming Capabilities and Experience (CM16006(a)/PW17058) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Janet Pilon (905) 546-2424, Extension 4304 Delfina Duarte (905)546-2424, Extension 6627
<b>SUBMITTED BY:</b>	Rose Caterini City Clerk City Manager's Office Rom D'Angelo, C.E.T., CFM Director, Energy, Fleet & Facilities Management Public Works
<b>SIGNATURE:</b>	 

**RECOMMENDATION**

- (a) That Council approve the awarding of the additional scope of work as identified in Provisional Item #6, "Audio System Enhancements" of the Request for Proposal C11-01-17 to Maclean Media Systems as defined in Appendix A to this report at the additional one-time cost of \$146,000 + applicable HST funded from the 2017 City Hall Facilities Operating Budget Dept ID #791501, and charged to #54935-791501;
- (b) That the General Manager, Public Works Department be authorized to negotiate, enter into and execute any required Contract and any ancillary documents required to give effect thereto with Maclean Media Systems, in a form satisfactory to the City Solicitor;
- (c) That staff be authorized to issue a new Request for Proposal for "on-demand" production services for select meetings including Council Meetings and some Committee meetings with an upset limit of \$90,000/annually funded from the City Hall Facilities Operating Budget Department ID# 791501 and that staff put forward a

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2018 operating budget enhancement of \$90,000/annually to support this service moving forward.

**EXECUTIVE SUMMARY**

In accordance with Council's April 2016 direction and Council's approved 2017 capital project of \$320,000 (\$200,000 for audio/visual equipment and \$120,000 for agenda management software, including livestreaming) a Request for Proposal (RFP) was issued for the audio/visual equipment component of the project.

The *minimum scope* of the RFP included providing all equipment necessary to enable high definition livestreaming. Additional provisional items were also included for items that could be selected at the City's discretion. One of those provisional items was for upgrades to the audio system. Maclean Media Systems was the successful proponent in the RFP process. The award for the *minimum scope* portion of the contract is effective July 1, 2017 and work is set to begin during the third week of July with a target date for completion in the first week of August, 2017.

While the minimum scope upgrades fall within the 2017 approved capital budget allocation of \$200,000, the pricing for provisional audio upgrades (microphones and ancillary systems) exceeds the approved capital budget allocation. Staff recommend replacing the audio systems at this time for the following reasons:

- a) The current audio system (including the microphones), while still operational, have become outdated and is becoming increasingly difficult to maintain due to the difficulty in the sourcing of replacement parts. This item was not included in the *minimum scope* due to concerns that the cost of the audio system would exceed the budget and further delay the entire project;
- b) Replacement of the current system will significantly improve the quality of the end product for the public. Staff constantly receives complaints from the public with respect to the quality of the audio system during the live streaming of the meetings;
- c) Upgrading the audio system now, will avoid some challenges associated with integration of an old system with the new video system components; and
- d) A competitive procurement process has been completed, thereby posing an opportunity to avoid repeating this process in the future, which also ensures that the same contractor works on the system holistically and that the two year warranty on the new video system is not voided.

In addition, while the new video system is designed to work in automated mode, meaning that the cameras will pan to the speakers based on microphone activation, staff recommends issuing a further Request for Proposal for on-demand production services whereby an operator would manage the camera switching and ensure a high quality production including the correct speaker is on camera, proper graphics (speakers names) and real time camera switching occurs during the live streaming of meetings.

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**Alternatives for Consideration – See Page 6****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: An additional one-time cost of \$146,000 + applicable HST is recommended to be funded from the City Hall operating budget and an annual \$90,000 enhancement be made to the operating budget effective to the 2018 operating budget.

Staffing: There will be no additional staffing requirements. The project implementation phase will be managed using in-house Facilities Management expertise.

Legal: There are no legal implications.

**HISTORICAL BACKGROUND**

In January 2017 the capital budget was approved for the project consisting of \$320,000 (\$200,000 for audio/visual equipment and \$120,000 for agenda management software including live streaming).

In April 2017, a Request for Proposal ("RFP") was issued for the audio/visual equipment with minimum scope consisting of basic components required to upgrade the system to high definition video including 3 pan/tilt/zoom cameras, as well as, upgraded controllers/switches, video distribution equipment and a new presentation system. The minimum scope also included the ability for the cameras to automatically pan to the speaker based on microphone activation.

In addition, the following provisional items were included in the RFP to be selected at the City's sole discretion:

1. Additional cameras on a per unit basis as more cameras may provide better coverage;
2. Automatic Titling Feature (to provide Speakers Name on screen);
3. Pre-Council Meeting Setup – to ensure all equipment is working and set up properly;
4. On Demand Media Production – to provide an onsite operator that would switch the cameras and manage the system production for a higher quality production not achievable through the automatic mode;
5. Lighting enhancements – if required to ensure good video quality;
6. Audio enhancements including new longer neck microphones and amplifiers; and
7. Camera/Streaming system for Room 264 (audio system to be re-used).

Three proposals were received, with Maclean Media Systems being the successful proponent, meeting all of the City's criteria as a fully qualified media integrator with extensive experience in the industry since 1990 and fulfilling other similar projects including a similar installation in the Town of Markham, Richmond Hill and Caledon. In

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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.*

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**SUBJECT: Modernizing the City of Hamilton's Livestreaming Capabilities and Experience (CM16006(a)/PW17058) (City Wide) - Page 4 of 6**

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addition, Maclean Media Systems proposed an inventory of equipment that is robust, modular and of high quality consistent for the environment of a Council Chamber.

The minimum scope of the Contract was awarded to Maclean Media Systems effective July 1, 2017 including an additional camera and new high definition video capabilities for Room 264, at the cost of \$219,150 (\$200,000 will be funded from the 2017 Approved Capital Budget (Account #3381757507) and \$19,150.00 will be funded from the Operating Budget (Account #54935-791501).

Replacing the audio system in the Council Chamber will cost an additional \$146,000 and the solution proposed by Maclean Media includes the following built in features:

1. enhanced sound quality (echoing, noise cancellation and feedback fixes);
2. state of the art software controls to manage features quality features such as speaker's natural voice volume;
3. speaker's queuing list with touch screen control features for the mayor's dais;
4. 38 new longer gooseneck microphones;
5. microphone 5 time-out, re-queuing and in-camera isolation;
6. Councillor's & SLT touchscreen visual preview screens (of streaming feed); and
7. voting system

Some of these features were *not* requested in the Request for Proposal (such as a new voting system) however, they are inherently part of the new audio system which was the solution submitted in the request for proposal, as being the most suitable for a state of the art Council Chamber.

While the new audio/visual system is designed to function in an automated mode with the Clerks providing some basic system control such as switching to presentation mode, staff recommends procuring on demand production services that will provide on-site video switching and quality control for Council and some high profile Committee meetings. Procuring these "on demand" services will provide the City with the flexibility to manage the budget constraints and use the services only as needed.

The new audio/visual system being installed in Council Chamber consists of the integration of a number of complicated technology components that run on a combination of software and hardware. The system will need ongoing and in-time adjustments to produce a professional live stream and to take full advantage of all the features available, beyond better video quality, the quality of the overall production will be dependent on human expertise. For example:

1. While the cameras will pan to the active speaker automatically there will be some panning movement evident in the video – making the production seem amateurish – an operator would ensure higher quality switching (as opposed to panning). With 4 cameras installed switching is a key part of the production;

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**SUBJECT: Modernizing the City of Hamilton's Livestreaming Capabilities and Experience (CM16006(a)/PW17058) (City Wide) - Page 5 of 6**

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2. When a speaker inadvertently moves off camera, the automated system will not follow the speakers movement but an operator would be able to make the required adjustment;
3. When speakers do not sit in their regular seats, the graphics may need to be adjusted during meetings;
4. Some systems features, such as adding multiple in screen video to the presentations works optimally only with operator intervention;
5. An operator would troubleshoot and fix minor issues such as audio adjustments; and
6. An operator would ensure that the streaming/agenda management and video feed all function optimally together including, for example, the hearing impaired devices.

This on demand service was quoted by proponents as a provisional item, however staff believe that this service can be procured more economically through a new competitive RFP process geared to organizations that provide this type of service.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not applicable.

**RELEVANT CONSULTATION**

The RFP was issued in accordance with By-law 17-064, the Procurement Policy.

The project is a joint venture between the City Clerk's Office, Information Technology and Facilities Management.

The Public was consulted through an On-line Survey that was posted on the City's website from May 17<sup>th</sup> to June 20<sup>th</sup>, 2016. The survey focused on asking the public how important different aspects of the live streaming of Committee and Council meetings are to them, such as preferred camera angles and whether they would like to see presentations integrated into the live stream.

The City received a total of 112 responses, which are summarized in Appendix B, attached to this Report.

A Working Group, consisting of representatives from the following departments:

1. City Clerks & Records
2. Communications
3. Facilities Management
4. Information Technology
5. Procurement

Members of the Working Group were consulted in order to develop the scope of the project as well as identifying various improvements that were desired to be fixed and the preparation of the RFP;

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**SUBJECT: Modernizing the City of Hamilton's Livestreaming Capabilities and Experience (CM16006(a)/PW17058) (City Wide) - Page 6 of 6**

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The Proposal Evaluation Team, worked under the guidance of the Procurement Section to evaluate the proposals and consisted of representation from the following departments:

1. City Clerk's office
2. Facilities Management
3. Information Technology

Cable 14 was consulted to determine their challenges with the current system and provided input on improvements.

**ALTERNATIVES FOR CONSIDERATION**

The alternative to replacing the audio system at this time would be to continue using the current audio system. While this is a feasible option, it will only delay the inevitable as the current system will need to be replaced at a future date, at which time parts may no longer be available for purchase due to obsolescence.

In addition, the public's experience will be improved with an enhanced audio feed that complements the new high definition video.

**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.*

**Built Environment and Infrastructure**

*Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.*

**Our People and Performance**

*Hamiltonians have a high level of trust and confidence in their City government.*

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A – Provisional Item #6 – Audio System Enhancements, Audio System

Appendix B – Public Survey

Appendix C – Visual Depiction of Councillors Station

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**APPENDIX A**  
**Report CM16006(a)/PW17058**

***Provisional item #6 –Audio System Enhancements:***  
***Audio System:***

- a) The existing Telvic Microphone system is functionally obsolete and difficult to acquire replacement parts for. In addition, the City wishes to avoid dead spots in the audio during streaming when all microphones are off.
- b) Provide Unit Prices for 38 new microphones (wired or wireless) to replace the existing microphones including a microphone at the presentation station.
- c) Microphones shall operate with a 5 minute timeout feature and a 3 minute warning feature before timing out. Two microphones shall have a priority over-ride of the other microphones whenever the Mayor or City Clerk is speaking.
- d) Provide a solution to avoid dead/silence audio when all microphones are in off position. Solution may include having one general background noise open microphone that acts as the default when all other microphones are off.
- e) As necessary, if different locations for microphones are proposed, Successful Proponent shall be responsible to professionally repair/restore or cover wood where old microphones are removed, so as to make the areas visually acceptable within a council chambers environment.
- f) Provide a safety over-ride feature to “kill all” audio/video streaming when meetings go into “in-camera” sessions.
- g) Provide audio speaker adjustments and control mechanism for presentations with audio such as videos embedded in the presentations. Speakers shall be clearly audible in all areas of the chambers.
- h) The selection of audio equipment shall include requirements for managing mixing, feedback control and acoustic echo cancelation.
- i) Successful Proponent shall provide and install all required equipment to ensure seamless live integration of audio with video signal without human intervention.

## RESPONSES TO THE ON LINE SURVEY

**How important are the following aspects of video production for Committee Meeting videos to you?**

**1. Multiple camera angles are used vs. a single static shot**

Slightly	11
Moderately	21
Very	31
Extremely	42
Not at all	7

**2. Ability to click on an agenda item link and it takes you to that specific spot in the video**

Slightly	8
Moderately	10
Very	36
Extremely	57
No Response	1

**3. Councillors and delegates have title cards and identifier graphics**

Slightly	8
Moderately	25
Very	36
Extremely	40
No opinion	2
No Response	1

**4. Presentations are integrated in the video vs. projected on a screen in the meeting room and recorded**

Slightly	7
Moderately	22
Very	33
Extremely	49
No opinion	1

**5. Video zooms in on whoever is speaking**

Slightly	17
Moderately	29
Very	24
Extremely	38
No opinion	2
No Response	2

**6. Ability to correspond in real-time with City staff during the meeting**

Slightly	27
Moderately	25
Very	17
Extremely	32
No opinion	10
No Response	1

**7. Videos of Committee meetings are available (live and archived)**

Slightly	1
Moderately	6
Very	18
Extremely	83
No opinion	1
No Response	3

**8. Audio only version of Committee meetings are available (live and archived)**

Slightly	29
Moderately	18
Very	15
Extremely	38
No opinion	12







# CITY OF HAMILTON

## NOTICE OF MOTION

General Issues Committee: March 2, 2018

**MOVED BY MAYOR EISENBERGER.....**

### Road Infrastructure Deficit

WHEREAS, the City of Hamilton's road network has an overall condition index rating of 62 out of 100 which, at the current level of funding, is projected to decline to a rating of 54 over the next ten years;

WHEREAS, the City currently has an annual roads infrastructure funding deficit of \$85 million;

WHEREAS, modern winters appear to be accelerating the deterioration of roadway surfaces, as a result of increased frequency of freeze/thaw cycles and more extreme variability of temperatures; and,

WHEREAS, it appears that rising risk management claims may be indicative of where attention should be focused in our capital planning in this regard;

THEREFORE BE IT RESOLVED:

- (a) That the 2018 Tax Supported operating levy be increased by \$1.64M (0.2% impact) to address road deficiencies;
- (b) That the 0.2% Tax Supported operating levy increase be applied to leverage approximately \$19.4M in roads/infrastructure investments;
- (c) That the \$19.4M to support infrastructure investments be funded from the Investment Stabilization Reserve (Account No.112300) and be repaid over a 15 year term, at a cost to borrow of 3.1%;
- (d) That capital roads projects of \$19.4M be established and categorized accordingly, as \$5.9M in city-wide road priorities and \$13.5M in neighbourhood road priorities, applied equally across all 15 wards; and,
- (e) That staff be directed to review the road infrastructure, in consultation with all Ward Councillors, and report to the Public Works Committee respecting the road priorities, with that report to include any considerations as it relates to the Procurement Policy.

**Pilon, Janet**

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**Subject:** Letter to Council re: 2018 City of Hamilton budget

-----Original Message-----

From: Joshua Weresch

Sent: January 24, 2018 6:15 AM

To: clerk@hamilton.ca

Cc: Gord Bowes <gordbowes@hamiltonnews.com>; Matthew Van Dongen <mvandongen@thespec.com>

Subject: Letter to Council re: 2018 City of Hamilton budget

Dear Rose Caterini, City Clerk:

Good afternoon. I hope this finds you well. My name is Joshua Weresch, a resident in Ward 7. I write in regards to the upcoming approval, in the next two months, of the City of Hamilton's budget, particularly in regards to the Boards & Agencies meetings happening today and this coming Thursday at 0930 hours. Please include this letter in the correspondence to City Council at Council's next meeting. I have carbon-copied my letter to workers at the Hamilton News and the Hamilton Spectator, for their interest.

This past year, our house was assessed at a value of \$270,500, rising from \$252,000 the year before that; our property taxes rose from \$3,444.38 to \$3,549.43 in the same time period. While I do not mind paying higher property taxes for services received by the city, I do mind the manner in which those portions are allocated, particularly within the Boards & Agencies portion of our tax bill. City and Provincially Shared Programs, Area Rated Services and Education Tax rates certainly deserve my taxes' support; however, the Boards & Agencies portion needs to be more clearly addressed.

Currently, Hamilton Police Services receives \$517 -- the largest percentage of all listed services -- 15 cents of every tax dollar heading in that direction. The Library receives \$102 and Boards, Agencies, and the City Enrichment Fund receive \$77. I would recommend that funding continues, as it has, if not increased toward public health, community-based programs for mental-health care, and, especially, residential-care facilities -- see, in this latter regard, this article in the Hamilton Spectator: <https://www.thespec.com/news-story/8086789-residential-care-facilities-squeezed-by-minimum-wage-hike/> -- as well as all the arts (and public housing for the poor, the construction of which should be celebrated by the city instead of the same celebration wasted on the passing of one million dollars' worth of condominium and commercial building). I would recommend, more, that Hamiltonians invert that particular pyramid, either by pressuring the city to give its police services \$77 of taxes -- 2 cents of every tax dollar instead of its customary 15 cents -- or by refusing to pay that \$517 altogether in a concerted tax strike, a venerable tactic of non-cooperation that has had, according to Wikipedia's 'annals' and, better, Gene Sharp's work on non-violence, a long, rich, and fruitful history.

Thank you for your time and attention in these regards. I certainly hope and will work toward this year's municipal budget reflecting what are surely the priorities of most Hamiltonians: a love of the arts and the compassionate community they engender as against the increased militarization and arming of a police force and the fearful fiefdoms such actions create.

Sincerely,

Joshua Weresch