



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**

**Meeting #:** 19-011  
**Date:** June 5, 2019  
**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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	<b>Pages</b>
<b>1. CEREMONIAL ACTIVITIES</b>	
<b>2. APPROVAL OF AGENDA</b>	
(Added Items, if applicable, will be noted with *)	
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(For the June 19th GIC)	
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(For the June 19th GIC)	

**7. CONSENT ITEMS**

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MOVED FROM ITEM 10.7 to accommodate and added presentation.

Discussion of Confidential Appendices "G" and "H" – Alternatives for Consideration to Report CM18013(a) - Downtown Entertainment Assets Operating Agreements, in Closed Session, would be pursuant to Section 8.1, Sub-section (f) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**10. DISCUSSION ITEMS**

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| 10.6 | Navy League Licence Agreement - Barton Community Hub (PED19077) (Ward 2) (TABLED at the April 17, 2019 GIC) | 113 |

Discussion of Confidential Appendix “B” – Business Terms and Conditions to Report PED19077, in Closed Session, would be pursuant to Section 8.1, Sub-section (c) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes.

## 11. MOTIONS

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

### 13.1 Items to be removed:

- 13.1.a International Association of Horticultural Producers Expo 2025 (Addressed on today's agenda - Report PED19109)
- 13.1.b Commonwealth Games 2030 (Addressed as Item 10.1 on today's agenda - Report PED19108)
- 13.1.c Independent Special Investigation of the City's Internal Processes, Managerial Systems and Procedures regarding Friction Management in Relation to the Red Hill Valley Parkway (No longer required, as Council will be moving forward with a Judicial Inquiry)
- 13.1.d Downtown Entertainment Assets - Proposals (Addressed as Item 10.8 on today's agenda - Report CM18013(a))

### 13.2 Proposed New Due Dates:

- 13.2.a Update on Request for Information - Downtown Parking Structure

Current Due Date: May 15, 2019

Proposed New Due Date: December 4, 2019

13.2.b Revenue Enhancement Opportunities at the John C. Munro International Airport

Current Due Date: June 5, 2019

Proposed New Due Date: December 4, 2019

13.2.c Third Party Review - Sports, Entertainment and Convention Venues Review

Current Due Date: June 19, 2019

Proposed New Due Date: August 12, 2019

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



## **GENERAL ISSUES COMMITTEE MINUTES 19-010**

9:30 a.m.

Wednesday, May 15, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Mayor F. Eisenberger, Deputy M. Pearson (Chair)  
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, C. Collins,  
T. Jackson, E. Pauls, J. P. Danko, B. Clark, B. Johnson, L. Ferguson,  
A. VanderBeek, T. Whitehead, J. Partridge

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### **THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:**

**1. Hamilton Light Rail Transit (LRT) Project Update (PED19100) (City Wide) (Item 10.1)**

**(Eisenberger/Ferguson)**

That Report PED19100, respecting the Hamilton Light Rail Transit (LRT) Project Update, be received.

**Result: Motion CARRIED by a vote of 11 to 3, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
YES - Councillor Jason Farr  
YES - Councillor Nrinder Nann  
YES - Councillor Sam Merulla  
NOT PRESENT - Councillor Chad Collins  
YES - Councillor Tom Jackson  
YES - Councillor Esther Pauls  
YES - Councillor John-Paul Danko  
YES - Deputy-Mayor Maria Pearson  
YES - Mayor Fred Eisenberger  
NO - Councillor Judi Partridge  
YES - Councillor Terry Whitehead  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
NO - Councillor Brenda Johnson  
NO - Councillor Brad Clark

**2. Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 555 Sanatorium Road, ERG-18-05 (PED19101) (Ward 14) (Item 10.2)**

**(Eisenberger/Whitehead)**

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application - ERG-18-05, submitted by Chedoke Redevelopment Corporation, owner of the property at 555 Sanatorium Road, for an ERASE Redevelopment Grant not to exceed \$4,728,224, the actual cost of the remediation over a maximum of ten years, be authorized and approved, in accordance with the terms and conditions of the ERASE Redevelopment Agreement;
- (b) That the Mayor and City Clerk be authorized and directed to execute the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Agreement together with any ancillary documentation required, respecting Application - ERG-18-05, submitted by Chedoke Redevelopment Corporation, owner of the property at 555 Sanatorium Road, in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to approve and execute any grant amending agreements, together with any ancillary amending documentation, if required, respecting Application - ERG-18-05, submitted by Chedoke Redevelopment Corporation, owner of the property at 555 Sanatorium Road, provided that the terms and conditions of the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant, as approved by City Council, are maintained.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 NOT PRESENT - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**3. Transfer of Responsibilities for Festival and Event Application Intake and S.E.A.T. Coordination (PED19087/HSC19018) (City Wide) (Item 10.3)**

**(Jackson/Nann)**

- (a) That the City Manager be authorized and directed to transfer one Full-Time Equivalent (FTE) from the Tourism and Events Section of the Tourism and Culture Division of the Planning and Economic Development Department to the Recreation Division of the Healthy and Safe Communities Department, effective June 1, 2019; and,
- (b) That the Net Levy Base funding for 2019 in the amount of \$101,927, prorated to the date of employee transfer (one FTE), be transferred from the Tourism and Culture Division of the Planning and Economic Development Department to the Recreation Division of the Healthy and Safe Communities Department.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 NOT PRESENT - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**4. Accounting of All Light Rail Transit (LRT) Expenditures (Item 11.1)**

**(Clark/Johnson)**

That staff be directed to request a complete accounting of all Light Rail Transit (LRT) expenditures; delineating capital, operating, personnel and communications, from Metrolinx.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr

YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**5. Acquisition by City of Land for Road Construction (PED19098) (Ward 6) (Item 14.3)**

**(Jackson/Merulla)**

- (a) That the confidential direction provided to staff, as outlined in Report PED19098, respecting the Acquisition by City of Land for Road Construction, be approved; and,
- (b) That Report PED19098, respecting the Acquisition by City of Land for Road Construction, remain confidential until completion of the real estate transaction.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark



**FOR INFORMATION:****(a) APPROVAL OF AGENDA (Item 2)**

The Committee Clerk advised of the following change to the agenda:

**14.1 Closed Session Minutes – April 17, 2019**

The reasons for moving into Closed Session on the agenda face pages include sub-section (d) of the Procedural By-law and the *Municipal Act*. This is a copy and paste error and the reference to sub-section (d) has been removed.

**(Ferguson/Clark)**

That the agenda for the May 15, 2019 General Issues Committee meeting, be approved, as amended.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
YES - Councillor Jason Farr  
YES - Councillor Nrinder Nann  
YES - Councillor Sam Merulla  
YES - Councillor Chad Collins  
NOT PRESENT - Councillor Tom Jackson  
NOT PRESENT - Councillor Esther Pauls  
YES - Councillor John-Paul Danko  
YES - Deputy-Mayor Maria Pearson  
YES - Mayor Fred Eisenberger  
YES - Councillor Judi Partridge  
YES - Councillor Terry Whitehead  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Brad Clark

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETINGS (Item 4)**

**(i) May 1, 2019 (Item 4.1)**

**(Partridge/Farr)**

That the Minutes of the May 1, 2019 meeting of the General Issues Committee be approved, as presented.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 YES - Councillor Chad Collins  
 NOT PRESENT - Councillor Tom Jackson  
 NOT PRESENT - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**(d) DISCUSSION ITEMS (Item 10)**

**(i) Hamilton Light Rail Transit (LRT) Project Update (PED19100) (City Wide) (Item 10.1)**

**(Eisenberger/Ferguson)**

That staff be directed to report back to the General Issues Committee, in June 2019, with a report and more fulsome presentation respecting the status of the LRT project.

**Result: Motion CARRIED by a vote of 13 to 1, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls

NO - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**(e) MOTIONS (Item 11)**

**(i) Accounting of All Light Rail Transit (LRT) Expenditures (Item 11.1)**

**(Clark/Johnson)**

That staff be directed to provide documentation outlining the escalation policy addressing inflationary costs incurred, for the Light Rail Transit (LRT), since 2014 budget dollars through a report back to the General Issues Committee.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 YES - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 YES - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**(f) PRIVATE & CONFIDENTIAL (Item 14)**

**(i) Closed Session Minutes – April 17, 2019 (Item 14.1)**

**(Partridge/Jackson)**

- (a) That the Closed Session Minutes of the April 17, 2019 General Issues Committee meeting be approved, as presented; and,
- (b) That the Closed Session Minutes of the April 17, 2019 General Issues Committee meeting, remain confidential.

**Result: Motion CARRIED by a vote of 11 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins  
 YES - Councillor Tom Jackson  
 NOT PRESENT - Councillor Esther Pauls  
 YES - Councillor John-Paul Danko  
 YES - Deputy-Mayor Maria Pearson  
 YES - Mayor Fred Eisenberger  
 YES - Councillor Judi Partridge  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - Councillor Arlene VanderBeek  
 YES - Councillor Lloyd Ferguson  
 NOT PRESENT - Councillor Brenda Johnson  
 YES - Councillor Brad Clark

**(ii) Closed Session Minutes – May 1, 2019 (Item 14.2)**

**(Partridge/Jackson)**

- (a) That the Closed Session Minutes of the May 1, 2019 General Issues Committee meeting be approved, as presented; and,
- (b) That the Closed Session Minutes of the May 1, 2019 General Issues Committee meeting, remain confidential.

**Result: Motion CARRIED by a vote of 11 to 0, as follows:**

NOT PRESENT - Councillor Maureen Wilson  
 YES - Councillor Jason Farr  
 YES - Councillor Nrinder Nann  
 YES - Councillor Sam Merulla  
 NOT PRESENT - Councillor Chad Collins

YES - Councillor Tom Jackson  
NOT PRESENT - Councillor Esther Pauls  
YES - Councillor John-Paul Danko  
YES - Deputy-Mayor Maria Pearson  
YES - Mayor Fred Eisenberger  
YES - Councillor Judi Partridge  
NOT PRESENT - Councillor Terry Whitehead  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
NOT PRESENT - Councillor Brenda Johnson  
YES - Councillor Brad Clark

**(g) ADJOURNMENT (Item 13)**

**(Ferguson/Johnson)**

That there being no further business, the General Issues Committee be adjourned at 11:11 a.m.

**CARRIED**

Respectfully submitted,

M. Pearson, Deputy Mayor  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator,  
Office of the City Clerk

**Form: Request to Speak to Committee of Council**

Submitted on on Monday, November 19, 2018 - 11:02 am

==Committee Requested==

**Committee:** Unknown

==Requestor Information==

**Name of Individual:** Erica May

**Name of Organization:** HCA Dance Theatre

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:**

HCA Dance Theatre, the semi-professional organization that presents Hamilton Dusk Dances, has recently formed a Together in Dance Subcommittee focused on making dance visible and accessible to all in Hamilton; this group has formed to address the void in the dance landscape, plan a path for the future of dance in Hamilton that will contribute significantly to the artistic environment of Hamilton.

The inaugural symposium and performance coincided with Hamilton Arts Week 2018, in partnership with the Hamilton Arts Council. In just a few short months, this committee gathered a dedicated group of Hamilton dancers, choreographers, teachers, advocates and administrators who are advancing the goals of the assembled group of dance artists and enthusiasts to make

dance accessible to all citizens of Hamilton. Two members of the committee request to make a short presentation to council to make known the plans this group has to enrich the cultural - and tourist - landscape of Hamilton.

Funds will not be requested at this presentation. Separately, HCA Dance Theatre has submitted a core operating application to the City Enrichment Fund. The presentation will include a short powerpoint.

**Will you be requesting funds from the City? No**

**Will you be submitting a formal presentation? No**

## 6.2

### **Form: Request to Speak to Committee of Council**

Submitted on Friday, February 1, 2019 – 1:11 p.m.

==Committee Requested==

**Committee:** General Issues Committee

==Requestor Information==

**Name of Individual:** Andrew Douglas and Becky Katz

**Name of Organization:** Centre [3] for Artistic & Social Practice

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:**

Thank Council for the continued support.

Share information concerning the Impact of Centre [3] on Hamilton.

Speak about the launch of our fundraising campaign to raise money for a community arts project to increase access to the arts for adults with lived experience of mental health and addiction.

**Will you be requesting funds from the City? No**

**Will you be submitting a formal presentation? No**





# Hamilton

## **BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE**

### **MINUTES 19-004**

**8:00 a.m.**

**Tuesday, April 9, 2019**

**Rooms 192 & 193**

**Hamilton City Hall**

**71 Main Street West**

**Present:** Susan Pennie – Waterdown BIA (Vice-Chair)  
Kerry Jarvi – Downtown Hamilton BIA  
Cristina Geissler – Concession Street BIA  
Catherine Johnston – Ottawa Street BIA  
Rachel Braithwaite – Barton Village BIA  
Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA  
Adam Law – Main West Esplanade BIA  
Lisa Anderson – Dundas BIA  
Susie Braithwaite – International Village BIA  
Jennifer Mattern – Ancaster BIA  
Heidi Vanderkwaak – Locke Street BIA

**Absent with  
Regrets:** Councillor Esther Pauls – Personal  
Anne Marie Bergen – King West BIA

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### **FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

**(R. Braithwaite/S. Braithwaite)**

That the agenda for the April 9, 2019 Business Improvement Area Advisory Committee meeting be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) March 19, 2019 (Item 4.1)**

**(Anderson/S. Braithwaite)**

That the March 19, 2019 Minutes of the Business Improvement Area Advisory Committee be approved, as amended.

**CARRIED**

**(d) DELEGATION REQUESTS (Item 6)**

**(i) Laura Anderson, Green Venture, respecting 100 in 1 Day a city-wide festival of civic engagement (Item 6.1)**

**(Mattern/Jarvi)**

That the delegation request from Laura Anderson, Green Venture, respecting 100 in 1 Day, a city-wide festival of civic engagement, be approved for today's meeting.

**CARRIED**

**(e) PUBLIC HEARINGS / DELEGATIONS (Item 8)**

**(i) Laura Anderson, Green Venture, respecting 100 in 1 Day a city-wide festival of civic engagement (Added Item 8.1)**

Laura Anderson from Green Venture, addressed the Committee respecting 100 in 1 Day, a city-wide festival of civic engagement.

**(Mattern/R. Braithwaite)**

That the delegation from Laura Anderson, Green Venture respecting 100 in 1 Day, a city-wide festival of civic engagement, be received.

**CARRIED**

**(f) STAFF PRESENTATIONS (Item 9)**

**(i) Filming in Hamilton: 2019 Update (Item 9.1)**

Kim Adrovez, Film Operations Specialist, addressed the Committee respecting Filming in Hamilton: 2019 Update, with the aid of a presentation.

**(Mattern/Geissler)**

That the staff presentation respecting Filming in Hamilton: 2019 Update, be received.

**CARRIED**

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(ii) 2019 Downtown Parking Update (Item 9.2)**

Kerry Davren, Manager of Parking Operations & Initiatives, addressed the Committee respecting 2019 Downtown Parking Update, with the aid of a presentation.

**(S. Braithwaite/Mattern)**

That the staff presentation respecting 2019 Downtown Parking Update, be received.

**CARRIED**

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(g) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**

**(i) Update from Julia Davis, Business Development & BIA Officer (Item 13.1)**

Julia attended the annual Ontario Business Improvement Area Association (OBIAA) conference, which occurred from March 31 to April 3, 2019 in Ottawa. She will be sharing information from the event and strongly encouraged Committee members consider attending next year's conference in Toronto. The OBIAA is also requesting expressions of interest for hosting the 2021/2022 annual conference, to which the City of Hamilton will be submitting a letter of intent.

Julia advised that she won't be able to attend the next meeting of the Business Improvement Area (BIA) Advisory Committee on May 14, 2019, so her colleague, Karol Murillo, will be attending in her stead. The agenda for this meeting will include presentations on Digital Main Street and the Retail Business Holidays Act.

Digital Main Street has a number of upcoming workshops scheduled and Committee members should sign up if they are interested in attending.

Julia requested that Committee members verify their respective property listings by April 30, 2019.

Julia informed the Committee that she has received preliminary information indicating that 2018 parking revenues have decreased by approximately 35% in comparison to 2017. Further information will be forthcoming.

Julia reminded the Committee that a Governance Training session will be held on April 16, 2019 in Council Chambers.

Julia indicated that she had emailed the first draft of the Golf Canada resume for the RBC Canadian Open to Committee members for their reference.

Julia reminded the Committee that the On-Street Patio Applications are open until April 30, 2019.

**(McKinnon/Anderson)**

That the verbal update from Julia Davis, Business Development & BIA Officer, be received.

**CARRIED**

**(ii) Statements by Members (Item 13.2)**

BIA Members used this opportunity to discuss matters of general interest.

**(h) ADJOURNMENT (Item 15)**

**(Vanderkwaak/Anderson)**

That there being no further business, the Business Improvement Area Advisory Committee be adjourned at 9:32 a.m.

**CARRIED**

Respectfully submitted,

Susan Pennie, Vice-Chair  
Business Improvement Area  
Advisory Committee

Alicia Davenport  
Legislative Coordinator  
Office of the City Clerk



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	International Association of Horticultural Producers Expo 2025 (PED19109) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Sharon Murphy (905) 546-2424 Ext. 4132
<b>SUBMITTED BY:</b>	Carrie Brooks-Joiner Acting Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

At the General Issues Committee Meeting of February 20, 2019, Tourism and Culture staff were directed to explore participation in the 2025 International Association of Horticultural Producers (AIPH) Horticultural Expo, and report back to the General Issues Committee.

## INFORMATION

### Background

The International Association of Horticultural Producers (AIPH) is a membership-based organization of horticultural growers. The AIPH provides information to encourage new ideas and techniques to advance the industry. Along with its programs the AIPH approves and regulates international horticultural expositions geared towards horticultural and landscaping industry and general public to inspiring greater appreciation of ornamental plants and to create awareness about surrounding sustainability and environmental issues. Each Expo lasts for 6 months and sites range from 50 to over 900 hectares in size.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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

**SUBJECT: International Association of Horticultural Producers Expo 2025  
(PED19109) (City Wide) - Page 2 of 2**

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Recent Expos were held in Taichung, Chinese Taipei (2018-19) and in Turkey (2016). Approved future Expos in Europe and Asia include:

2024	Łódź, Poland
2023	Kahramanmaraş, Turkey
2022	Almere, Netherlands
2021	Doha, Qatar
2021	Hatay, Turkey
2021	Yangzhou, China
2019	Yanqing Country, Beijing, China

Mr. Veroslav Djurdjevic, President of the Nikola Tesla Educational Corporation recently attended the International Association of Horticultural Producers Expo in New York City. He shared with Councillor Pearson that an International Expo is being planned for Buffalo and Niagara Falls, New York, Fort Erie, Niagara Falls, and Toronto, Ontario for 2025. The proposed theme is "Clean Energy-Global Innovation". Mr. Djurdjevic has approached the United States organizers and suggested that Hamilton be included in this Expo.

The IAPH has not yet announced approval of a USA/Canada Expo. Currently staff have been unable to confirm sufficient detail to assess the opportunity for Hamilton's participation.

Planning for this event is in the very preliminary stages. Staff will remain in touch with the organizers and if an opportunity for Hamilton evolves, staff will report back to GIC.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

SM:ro



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Small Business Enterprise Centre - 2018 Activity Report (PED19114) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kristin Huigenbos (905) 546-2424 Ext. 4110
<b>SUBMITTED BY:</b>	Glen Norton Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

On January 13, 2016, the General Issues Committee (GIC) approved Report PED16035 entitled Small Business Enterprise Centre Program Initiatives.

As a component of this Report, staff was directed to provide an annual report to the GIC on the progress of the programs delivered within the Small Business Enterprise Centre (SBEC) operation.

### INFORMATION

On January 13, 2016, The Hamilton SBEC was authorized and directed by Council to enter into new Provincial Transfer Payment Agreements with the Ministry of Economic Development and Growth (MEDG) and the Ministry of Research Innovation and Science (MRIS); adding valuable new programming and incentive-based initiatives to the SBEC Program.

As a result, 2018 saw staff from the SBEC execute and deliver two key program incentives to complement the core services within the SBEC program mandate. All Programs and incentives have been leveraged through Provincial funding resulting in zero levy impact, while supporting the local needs for economic development and

**SUBJECT: Hamilton Business Centre - 2018 Activity Report (PED19114) (City Wide) - Page 2 of 2**

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growth across Hamilton's entrepreneurial eco-system. Key program incentives are as follows:

1. Summer Company Program has been delivered by the SBEC team since 2001 and continues to gain interest from local students and educators each year. The 2018 Summer Company Program saw 99 program inquiries, resulting in 44 applications for a total of 22 seats. The Summer Company Program remains a key component of the Ontario Government's Young Entrepreneurs Programs, which aims to encourage more young people to turn their talents into creative and innovative businesses. Summer Company provides hands-on business training and mentoring, together with awards of up to \$3 K to help enterprising students start up and run their own summer business.
2. Starter Company Plus is a valuable training, mentorship and micro-grant opportunities to anyone over the age of 18, looking to start and run a business in Hamilton. Since the commencement of the Program in April 2015, the SBEC team has worked with 623 applicants providing comprehensive training and coaching to 245 participants and disbursing 89 grants with a total investment of \$420 K.

The Summer Company and Starter Company Plus Programs parallel our focus on economic prosperity as identified in the Economic Development Action Plan, and further support the need to expand and grow entrepreneurial programs and incentives in Hamilton. New programs and incentives continue to complement core operations within the SBEC Program and contribute to the entrepreneurial renaissance transforming the local business community.

To that end, the Hamilton SBEC has been providing training, mentoring and support to Hamilton entrepreneurs since 2001, with continued focus on the expansion of services and resources in response to macro environmental scans and needs analysis. Key performance indicators delivered in 2018 include the following:

- Facilitated more than 78 K general inquiries (walk-ins, phone calls, emails and social media/ web interactions);
- Conducted 512 one-to-one business consultations;
- Assisted in the start-up of 130 new businesses;
- Creation of 74 new jobs in Hamilton;
- Delivered 82 workshops and seminars to more than 1,398 participants; and,
- Conducted 54 outreach events, reaching 9,364 clients.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

KH:dt





**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Revised Locke Street Business Improvement Area (BIA) Board of Management (PED19111) (Ward 1)
<b>WARD(S) AFFECTED:</b>	Ward 1
<b>PREPARED BY:</b>	Julia Davis (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Glen Norton Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the following individuals be appointed to the Locke Street Business Improvement Area (BIA) Board of Management:

Erica Savoy  
Sylvia Brade

### EXECUTIVE SUMMARY

Appointment of two new Directors to the Locke Street Business Improvement Area (BIA) Board of Management to fill existing vacancies.

### Alternatives for Consideration – Not Applicable

### FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: The *Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates, “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the

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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.

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

**SUBJECT: Revised Locke Street Business Improvement Area (BIA) Board of Management (PED19111) (Ward 1) - Page 2 of 3**

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remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality". Section 204 Subsection (12) stipulates, "...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area."

**HISTORICAL BACKGROUND**

At its Board of Management meeting held April 23, 2019, the Board of Management of the Locke Street BIA elected Erica Savoy and Sylvia Brade to be appointed to the Board of Management.

Should Council adopt the recommendation in Report PED19111, Ms. Savoy and Ms. Brade would fill two vacancies on the Locke Street BIA Board of Management.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

*The Municipal Act, 2001*, Section 204, Sub-section (3) dictates that City Council must appoint the Board of Management to the BIAs.

**RELEVANT CONSULTATION**

Not Applicable

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Not Applicable

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and 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.

**Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

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**SUBJECT: Revised Locke Street Business Improvement Area (BIA) Board of Management (PED19111) (Ward 1) - Page 3 of 3**

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**APPENDICES AND SCHEDULES ATTACHED**

Not Applicable

JD:dt



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Tourism and Culture Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Commonwealth Games 2030 (PED19108) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Carrie Brooks-Joiner (905) 546-2424 Ext. 3967
<b>SUBMITTED BY:</b>	Carrie Brooks-Joiner Acting Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That the General Manager of Planning and Economic Development be authorized to develop and execute Memorandum of Understanding with Hamilton 100 confirming their commitment to lead the 2030 Commonwealth Games Hosting Proposal (Part 1) detailing their financial commitment, the scope of work they are assuming, and resources required from the City of Hamilton to complete the work in a form satisfactory to the City Solicitor.
- (b) That staff review and analyse the Hamilton 100's Hosting Proposal (Part 1) with a report back to General Issues Committee on November 6, 2019 in order to receive Council direction prior to the Commonwealth Games Canada submission deadline of November 22, 2019.

### EXECUTIVE SUMMARY

The Commonwealth Games are an international multi-sport event involving athletes from the Commonwealth of Nations. The event was first held in Hamilton in 1930 and has taken place every four years since. At half the size of the Pan Am Games, the Commonwealth Games has 16 compulsory sports, and 6,000 accredited athletes, coaches and officials and takes place over 10-11 days. The world-wide audience is about 1.5 billion viewers.

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**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 2 of 9**

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At the March 20, 2019 General Issues Committee, P.J. Mercanti made a delegation on behalf of Hamilton 100, a community coalition with the goal to “bring back the 2030 Commonwealth Games back to Hamilton, the founding city and host of the first games”. The group offered to lead and wholly fund the development of a bid on behalf of Hamilton. Following the presentation, Council passed the following motion:

“That the City Manager, along with the appropriate staff, and in consultation with the Hamilton 100 Commonwealth Games Community Coalition, be directed to report back to the General Issues Committee, as soon as possible, with the outline of the games, the bidding process, risks and rewards, potential venues and facilities that the City of Hamilton would require to host the 2030 Commonwealth Games”.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** It is anticipated that approximately \$50,000 in staff time will be required to support the work of Hamilton 100.

**Staffing:** N/A

**Legal:** A Memorandum of Understanding is to be prepared.

**HISTORICAL BACKGROUND**

The first games, the British Empire Games, were held in Hamilton in 1930. Hamilton is considered the “founding city” of the Games with M.M. “Bobby” Robinson credited as the founder and developer of several firsts including the athlete’s village, the first travel subsidy and the first awards podium – concepts now used in all major games worldwide including the Olympics. The Jimmy Thompson Pool is the last material legacy of the 1930s Games and is still in operation.

Now called the Commonwealth Games, the multi-sport event is held once every four years. The Commonwealth Games Federation (CGF) is responsible for the direction and control of the Commonwealth Games and Commonwealth Youth Games, and for delivering on the vision of the Commonwealth Sports Movement: to build peaceful, sustainable and prosperous communities globally by inspiring Commonwealth Athletes to drive the impact and ambition of all Commonwealth Citizens through Sport. The CGF determines the Commonwealth Games international bid and selection process.

Canada has hosted the Games four times: Hamilton (1930), Vancouver (1954), Edmonton (1978), and Victoria (1994). The City of Hamilton has previously and unsuccessfully bid for the 1994, 2010 and 2014 Commonwealth Games.

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 3 of 9**

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**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Hosting the Commonwealth Games is in alignment with the City of Hamilton Strategic Plan (2016-2025), the Economic Development Action Plan (2016-2020), Hamilton Tourism Strategy (2015-2020), and the Cultural Plan (2013).

**RELEVANT CONSULTATION**

- Director, Recreation Division, Healthy and Safe Communities Department
- Director, Energy, Fleet & Facilities Management Division, Public Works Department
- Interim City Manager
- Acting General Manager, Finance and Corporate Services Department
- Senior Development Consultant, Real Estate Division, Planning and Economic Development
- Acting Manager, Finance and Administration (PED), Financial Planning and Policy Division, Corporate Services Department

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)****About the Commonwealth Games**

The Commonwealth Games are an international multi-sport event involving athletes from the Commonwealth of Nations. The event was first held in Hamilton in 1930 and has taken place every four years since then. At half the size of the Pan Am Games, the Commonwealth Games includes:

- 16 compulsory sports
- 12 optional sports (the host city has input into which ones are offered)
- 6,000+ accredited athletes, coaches and officials in attendance
- Integrated para-sports program
- Games are 10-11 days long
- Typically held in late July when hosted in Canada (the host city proposes the date)
- A world-wide audience of about 1.5 billion viewers

The last Commonwealth Games were held in April 2018 at the Gold Coast, Australia and saw 71 participating countries competing in 275 events with 6,500 athletes and officials in attendance. 2018 saw the largest para-sport programme ever in the history of the Commonwealth Games, the first Games-specific Reconciliation Action Plan and a global first with an equal number of medals for women and men.

The next Commonwealth Games are to be held in Birmingham, England from 27 July to 7 August 2022. The host cities for the 2026 and 2030 Games have not been selected.

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 4 of 9**

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**THE BIDDING PROCESS**

There are two stages to the Commonwealth Games bidding process:

1. Domestic bid process led by Commonwealth Games Canada (CGC) to select one viable Canadian host city.
2. International bid process led by Commonwealth Games Federation (CGF) which makes the final selection of the host country and city.

Commonwealth Games Canada (CGC) is currently engaging Canadian cities that may be interested in hosting the 2026 or 2030 Games. Interested cities participate in a two-part domestic bid process that allows CGC to shortlist, and then ultimately select, Canada's Preferred Bid City. Once selected, Canada's Preferred Bid City, the host province, the federal government, CGC, and CGF negotiate Multi-Party Agreements to host the Games. Multi-Party Agreements must be in place before moving on to the international bid process.

An outline of Commonwealth Games Canada domestic bid process, attached as Appendix "A" to Report PED19108, outlines the steps that need to be accomplished and each stage where staff would report back to Council for direction.

Information that must be included in the Hosting Proposal (Part 1), the first step in the two-part domestic bid, is attached as Appendix "B" to Report PED19108. Although the Hamilton 100 coalition will lead the bid development, there is some bid content that can only be provided by City staff. A Memorandum of Understanding with the Hamilton 100 is recommended so that resources required from the City of Hamilton can be identified.

**RISKS AND REWARDS**

During the pursuit to host the Commonwealth Games there are several risks and constraints to be considered:

1. A financial commitment from the host municipality of \$150-300 million for capital and operating expenses can be anticipated according to the CGC. Additional financial details are included on pages 6-9 of this report.
2. A bid from Hamilton must be completed within the CGC stated bid process deadline: Hosting Proposal (Part 1) is due by November 22, 2019 and Hosting Proposal (Part 2) is due in the Spring of 2020.
3. City staff and resources across the corporation (specifically from Tourism and Culture, Facilities, Recreation, Finance, and Legal) would need to be reassigned to support the bid developed by the Hamilton 100 coalition.
4. Lack of confirmed support from other levels of government. Both the provincial and federal levels of government need to be engaged in the bid with the province's sign off on Hamilton's bid required in Q4 2019.

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 5 of 9**

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5. Games Delivery Model - Over the years, hosting costs have increased and have outstripped the increase in commercial revenues for the Commonwealth Games. CGF is implementing changes to the Game's delivery and commercial arrangements to address this financial issue.
6. CGC has stated that community engagement and consultation with local businesses, leaders and community organizations from the beginning of the bid process is essential for a successful bid.

Commonwealth Games host cities have the potential to benefit from the Games in several ways:

1. All levels of government support the Games capital and operating costs with a funding agreement determined through the development of a Multi-Party Agreement. As a result, funding for the host city's needed or wanted planned capital infrastructure costs could be offset if they are created as part of the Games.
2. The host city/corporation keeps any revenue generated from hosting the Games to help reduce its investment in the Games.
3. Increased economic impact - the Gold Coast 2018 Post Games Report<sup>1</sup> included the following statistics:
  - Estimated to deliver a \$2.5 billion economic boost to Queensland, including \$1.8 million to the Gold Coast.
  - Approximately 82 percent of Games-wide contracts, worth nearly \$1.7 billion, were awarded to Queensland businesses.
  - Growth in trade and investment is estimated to be worth \$840 million largely driven by the opportunities identified through the Trade 2018 program.
  - Games are estimated to support more than 21,000 jobs on a yearly full-time equivalent basis over the nine-year period before, during and after the Games.
4. Increased tourism – the Gold Coast 2018 Post Games Report stated that about 1.3 million visitors will be attracted to Queensland as a result of the Games including 448,000 over the 4 years post-Games. These visitors are predicted to generate \$1.1 billion in expenditure over a nine-year period (before, during, and after the Games).
5. Hamilton demonstrates ability to host major national and international large-scale events.

**VENUES & FACILITIES REQUIREMENTS**

Facilities for the Commonwealth Games are divided into two categories:

1. Games Required capital projects for both sport and non-sport uses, and,
2. Proposed capital projects not required for the Games, but their realization will support and enhance Games delivery.

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<sup>1</sup> <https://thecgf.com/news/one-year-gold-coast-continues-shine-post-commonwealth-games-glory>



## **SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 6 of 9**

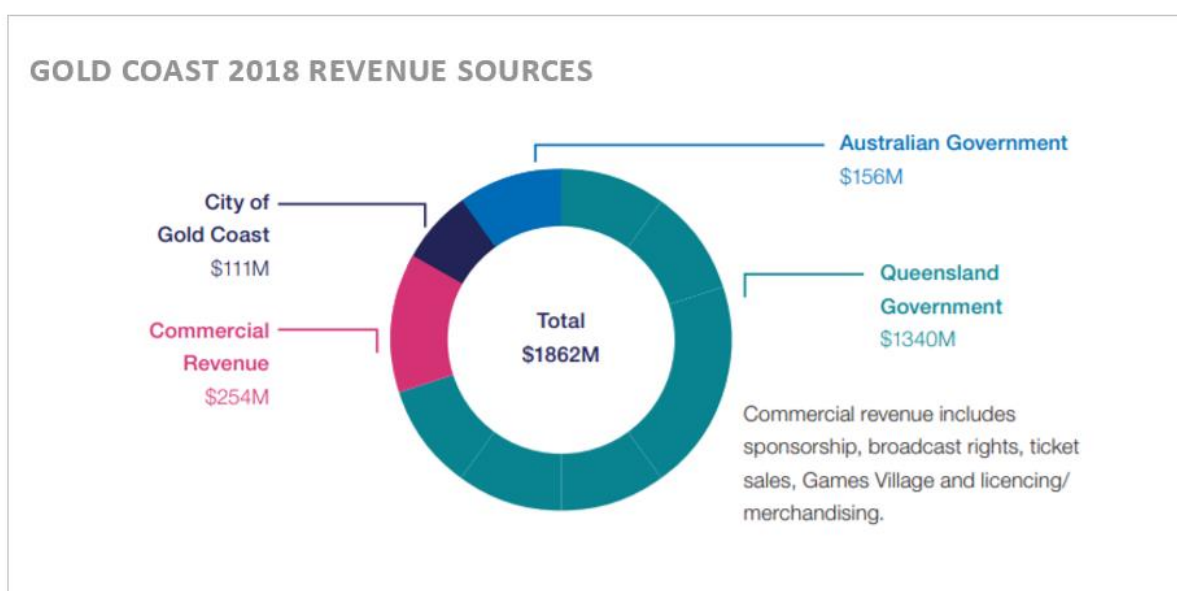
A full list of Games Required infrastructure is included as Appendix “C” to Report PED19108.

### **FINANCIAL OVERVIEW**

The two most recent Commonwealth Games had committed budgets of \$2029 million for Gold Coast 2018 and £579.7 million for Glasgow 2014. Final expenditures for both Games were underbudget.

Gold Coast 2018 Games:

The committed budget to put on the Gold Coast 2018 Games was \$2029 million. The Games ultimately cost \$1862 million, \$167 million under budget.

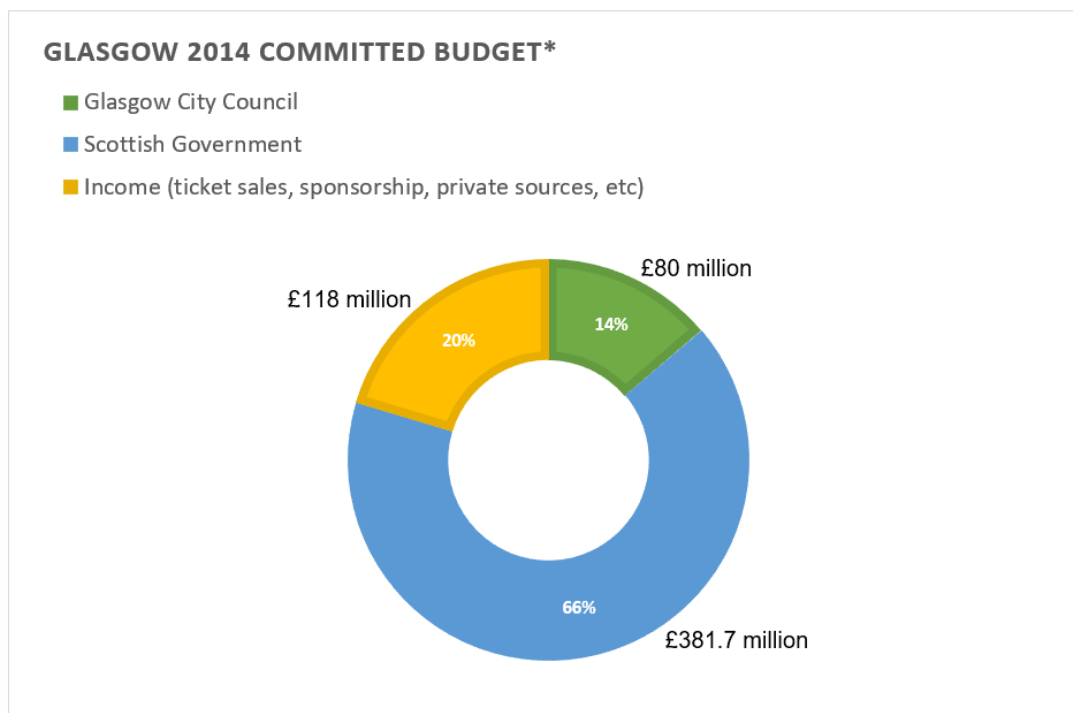


Source: Gold Cost 2018 Post Games Report published 04 April 2019

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 7 of 9**

Glasgow 2014 Games:

The committed budget to put on the Glasgow 2014 Games was £579.7 million. The Games ultimately cost £543 million, £32 million under budget.



Source: Commonwealth Games 2014 Third Report, prepared by Audit Scotland

For a Commonwealth Games hosted in Canada, the Government of Canada provides funding for international multi-sport games hosting program through Sport Canada. Funding is provided for project-related expenses, including the operating and capital expenses of delivering a hosting project, as well as those expenses identified in the host's legacy plan for operating and capital expenses.<sup>2</sup> The Federal Policy for Hosting International Sports Events<sup>3</sup> includes:

- Contribution limits - The Government of Canada will limit its contribution to a maximum of 35% of total event costs and will not exceed 50% of total public sector contribution to the event. Total event costs refer to the operating and capital costs of delivering a bidding or hosting project. These costs are clearly identified in the project budget and are either direct or indirect in nature.

<sup>2</sup> Government of Canada, International Major Multisport Games – Hosting Program  
<https://www.canada.ca/en/canadian-heritage/services/funding/hosting-program/international-major-multisport-games.html>

<sup>3</sup>Government of Canada, The Federal Policy for Hosting International Sport Events  
<https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/policy-hosting-international-sport-events.html>

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 8 of 9**

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- Requirement for provision of legacies - The Government of Canada will not be the sole funding source of sport legacies.
- No deficit funding.
- Demonstrated feasibility and sound management capacity of host organization.

The Province of Ontario does not have stated guidelines around funding multi-sport games where the funding request is over \$1,000,000.

The CGC has stated that a financial commitment from the host municipality of \$150-300 million for capital and operating expenses can be anticipated. This is reflected in the post-event reports from the Glasgow 2014 and Gold Coast 2018 Commonwealth Games financial information.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Community Engagement and 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.

**Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

**Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

**Built Environment and Infrastructure**

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

**SUBJECT: Commonwealth Games 2030 (PED19108) (City Wide) - Page 9 of 9**

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**Culture and Diversity**

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

**Our People and Performance**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED19108 - Commonwealth Games Canada Domestic Bid Process

Appendix "B" to Report PED19108 - Hosting Proposal (Part 1) Outline

Appendix "C" to Report PED19108 - Games Required Infrastructure

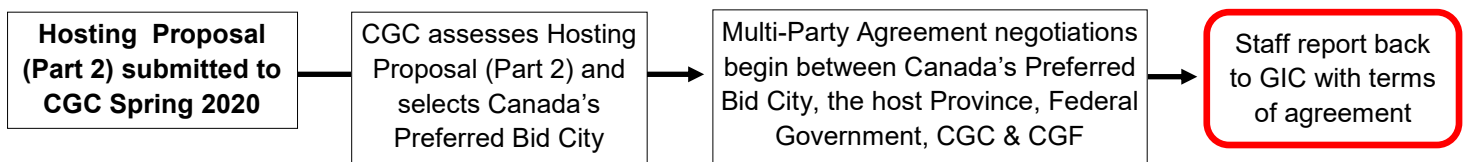
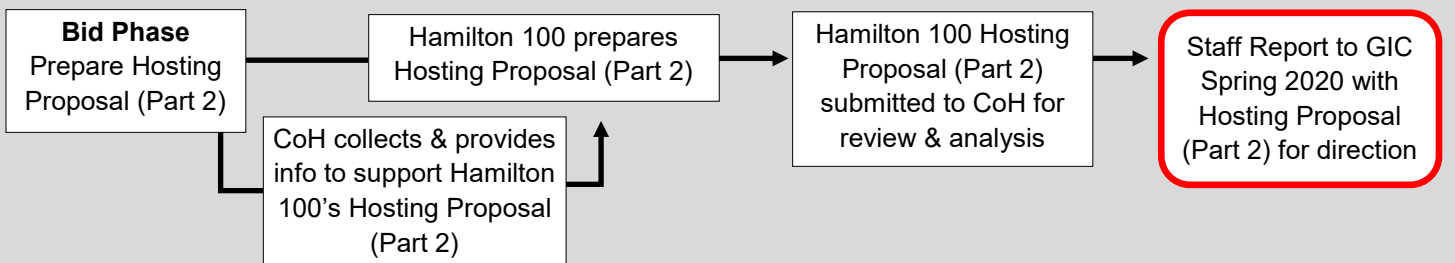
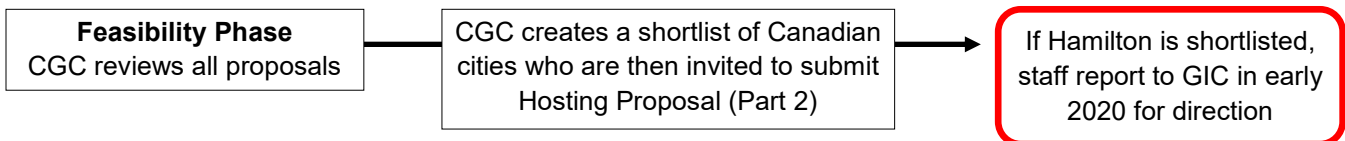
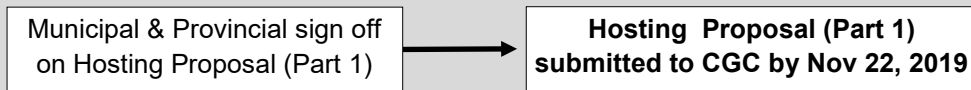
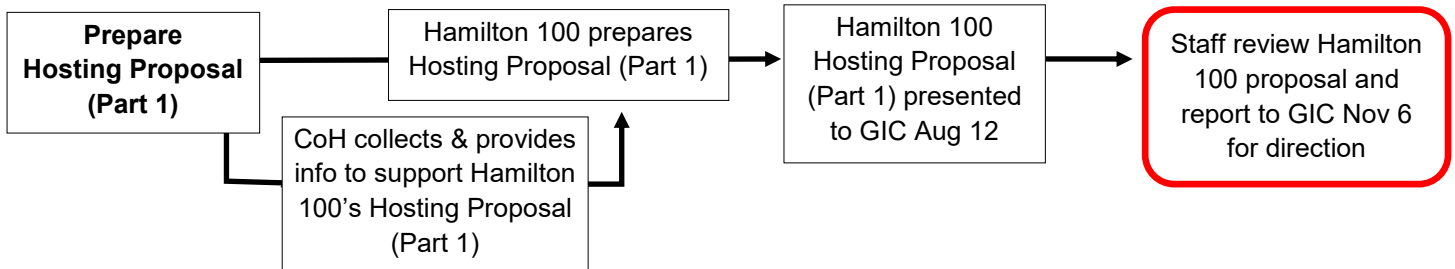
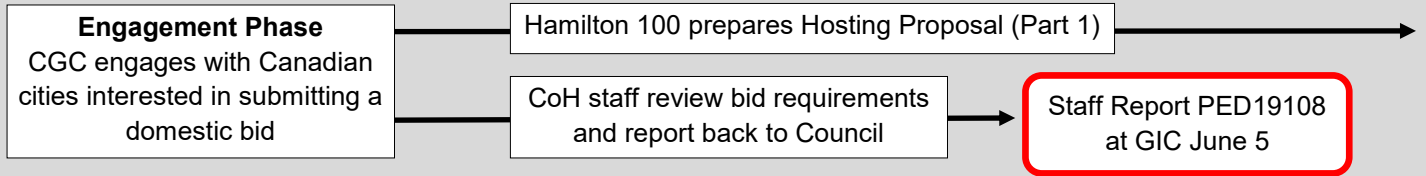
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### Commonwealth Games Canada Domestic Bid Process

CGC = Commonwealth Games Canada, the organization in charge of the domestic bid process

CoH = City of Hamilton

CGF = Commonwealth Games Federation, the organization in charge of the international bid process



## Domestic Bid Process - Hosting Proposal (Part 1)

A local community coalition called the Hamilton 100 has committed to develop the Hosting Proposal (Part 1) for Council's consideration. However, the Hosting Proposal (Part 1) must be signed off by the municipality and the host provincial.

There is no fee levied by the CGC to submit a Hosting Proposal (Part 1) as they recognize the investment municipalities make committing resources to the development of the bid document.

The Hosting Proposal (Part 1) is limited in size to 40,000 words (approx. 85 pages) plus all technical drawings, maps, plans, tables and letters of support. Due to CGC by the end of 2019, the proposal must include the following:

1. Games Vision and Concept, including elements such as:
  - a. Why the city wants to host the Games,
  - b. How the Games align with municipal vision and objectives as well as long term infrastructure priorities,
  - c. Potential benefits like celebrations, community engagement, tourism, trade, etc.
2. Legacy and Impact of the Games, including elements such as:
  - a. A group of planned and coordinated impacts that have physical, social, cultural, environmental, economic, tourism, trade and sporting benefits.
3. Sports Program and Proposed Games Dates, including elements such as:
  - a. Which optional sports would be held,
  - b. City's track record of hosting major sporting, national and international events,
  - c. Strategies to recruit the best athletes to compete.
4. Venues Master Plan (overview), including:
  - a. List of capital projects including existing venues, new/temporary infrastructure projects, capital projects that would support the Games and are in alignment to city's Master Infrastructure Plan,
  - b. Site plan and accessibility plan for Games required venues (sport and non-sport facilities),
  - c. A general strategy for Games transportation,
  - d. The name "Commonwealth" to be incorporated in the name of at least 1 Games required capital project.
5. Local stakeholder interest, involvement and commitment to partnering, including:
  - a. Municipal and provincial approval of the bid,
  - b. Demonstrated support from local business groups, leaders, and community groups.
6. Finances (overview), including:
  - a. Self Generated Revenues (ticketing and sponsorship potential)
  - b. Games Required Capital Investments (investment estimates, alignment with municipal plans, legacy/sustainability plan)
  - c. Operational Investments
  - d.

Bid requirements for Hosting Proposal (Part 2) are not yet available.

## Commonwealth Games Federation Venue and Facilities Requirements

Venue requirements are listed in 3 categories:

- Compulsory Sports
- Optional Sports
- Non-Sport Venues

### Venue Requirements for Compulsory Sports

(3,800 athletes)

Sport	Commonwealth Games Federation Venue Requirements	
	for Competition	for Training
Athletics * (944 athletes)	<ul style="list-style-type: none"> <li>• 40,000 seats</li> <li>• Final warm-up area; 80m, 6 lanes track adjacent</li> </ul>	<ul style="list-style-type: none"> <li>• Warm-up area: 4 lane, 400m track (with an identical surface to competition track),</li> <li>• Throwing area (a natural grass area of 136mx70m). close</li> <li>• Proximity to field-of-play (FOP)</li> </ul>
Badminton (144 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats distributed across all courts, with the majority located at the main court</li> <li>• 5 courts</li> <li>• Ceiling ht min 12m</li> </ul>	<ul style="list-style-type: none"> <li>• 2 courts, close proximity to FOP</li> </ul>
Boxing (206 athletes)	<ul style="list-style-type: none"> <li>• 3,000 seats</li> <li>• 1 ring</li> </ul>	<ul style="list-style-type: none"> <li>• 4 X 25m sq. warm up areas, adjacent to FOP</li> </ul>
Cycling – Road / Time Trials (211 athletes)	<ul style="list-style-type: none"> <li>• 1,000 seats at the Start/Finish</li> <li>• 12km loop</li> <li>• Minimum of 2 climbing sections at opposite ends of the course</li> <li>• TT - 40km (Men) and 30km (Women). A single loop</li> </ul>	<ul style="list-style-type: none"> <li>• A length of road of approximately 800m is required before the Start line for warm- up.</li> </ul>
Gymnastics – Artistic (96 athletes)	<ul style="list-style-type: none"> <li>• 7,500 seats</li> <li>• Ceiling ht min 12m</li> </ul>	<ul style="list-style-type: none"> <li>• 2 x 40m x 20m areas close proximity to the FOP.</li> </ul>
Field Hockey (360 athletes) Team sport	<ul style="list-style-type: none"> <li>• 5,000 seats</li> <li>• 2 competition pitches, oriented North-South</li> </ul>	<ul style="list-style-type: none"> <li>• N/A use competition pitches</li> </ul>

Judo (158 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• 2 mats</li> </ul>	<ul style="list-style-type: none"> <li>• open area of 400m<sup>2</sup> in close proximity to FOP</li> </ul>
Lawn Bowls * (246 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats, majority at Main Green</li> <li>• Min. 5 competition greens</li> </ul>	<ul style="list-style-type: none"> <li>• N/A use competition greens</li> </ul>
Netball (w) (144 athletes) Team sport	<ul style="list-style-type: none"> <li>• 5,000 seats</li> <li>• 1 competition court</li> <li>• minimum ceiling height 8.3m</li> </ul>	<ul style="list-style-type: none"> <li>• 2 courts in close proximity to FOP</li> </ul>
Rugby7s (m/w) (288 athletes) Team sport	<ul style="list-style-type: none"> <li>• 10,000 seats</li> </ul>	<ul style="list-style-type: none"> <li>• N/A use competition pitches</li> </ul>
Squash (100 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats around Show Court,</li> <li>• + 500 seats at other courts</li> <li>• 1 Show Court (Singles and Doubles) + 4 Doubles Courts</li> <li>• and 6 Singles Courts.</li> </ul>	<ul style="list-style-type: none"> <li>• open area for stretching. close to FOP</li> </ul>
Swimming * (373 athletes)	<ul style="list-style-type: none"> <li>• 5,000 seats</li> <li>• 50m pool 8 lanes</li> </ul>	<ul style="list-style-type: none"> <li>• 50m pool 6 lanes</li> <li>• Adjacent to competition pool</li> </ul>
Table Tennis (182 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• 2 Show Courts + 8 Match courts</li> </ul>	<ul style="list-style-type: none"> <li>• 10 warm up courts close to FOP</li> </ul>
Triathlon (58 athletes)	<ul style="list-style-type: none"> <li>• 2,000 seats at transition zone</li> <li>• 1500m swim, 300m required to the first turn, with a max 8 turns</li> <li>• 40km cycling, 6-8 laps, min. width 5m, min.1 hill gradient of 8% +</li> <li>• 10km cycling, 3-4 laps, min. width 3m, min.1 hill gradient of</li> <li>• 8 - 10%</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Weightlifting * (215 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• 1 stage area</li> </ul>	<ul style="list-style-type: none"> <li>• min. 12 platforms of 3m x 3m, close to FOP. Space</li> </ul>
Wrestling (120 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• 3 mats</li> </ul>	<ul style="list-style-type: none"> <li>• Min. 6 warm-up mats, close to FOP</li> </ul>

\*includes para athletes, total 230 para athletes in compulsory sports



## Notes:

- The preliminary and/or finals rounds for 2 sports from the following list can each share one multi-purpose venue (i.e. convention / exhibition center, arena or gymnasium) for each week of the Games: Boxing, Gymnastics, Netball, Wrestling and Weightlifting (i.e. Boxing in week 1 & Wrestling in week 2 in the same venue).
- Spectator seating requirements can be revised, with empirical evidence, to fit the local conditions.
- Gender Parity (equal number of Men’s & Women’s events) must be factored in.

**Venue Requirements for Optional Sports**

(0-500 athletes)

Sport	Commonwealth Games Federation Venue Requirements for Competition
Archery (100 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• 70m lane x 2 (finals)</li> <li>• 150m field (prelims)</li> </ul>
Diving (50 athletes)	<ul style="list-style-type: none"> <li>• 2,500 seats</li> <li>• One 25m x 25m pool; 1 each of 5m/7.5m/10m platforms, 3x3m &amp; 2x1m springboards</li> </ul>
Basketball (3x3) (96 athletes) Team Sport	<ul style="list-style-type: none"> <li>• 5,000 seats</li> </ul>
Basketball (Para) (3x3) (80 athletes) Team Sport	<ul style="list-style-type: none"> <li>• Requirements unknown – new CWG sport</li> </ul>
Cricket (M) (150 athletes) Team Sport	<ul style="list-style-type: none"> <li>• Requirements unknown – new CWG sport</li> </ul>
Cycling Mountain Bike (50 athletes)	<ul style="list-style-type: none"> <li>• 1,000 seats at the Start/Finish</li> <li>• 4.5-6km course</li> </ul>
Cycling Track (incl Para) (135 athletes)	<ul style="list-style-type: none"> <li>• 4,000 seats</li> <li>• 250m Indoor Track</li> </ul>
Gymnastics – Rhythmic (25 athletes)	<ul style="list-style-type: none"> <li>• 3,000 seats</li> </ul>
Shooting (350 athletes)	<ul style="list-style-type: none"> <li>• 1,000 seats</li> <li>• 1x 10m/25m/50m ranges, 1 trap/skeet range, 1 full bore range</li> </ul>
Table Tennis (Para) (16 athletes)	<ul style="list-style-type: none"> <li>• Same venue as able body</li> </ul>
Triathlon (Para)	<ul style="list-style-type: none"> <li>• Same venue as able body</li> </ul>

(15 athletes)	
Volleyball – Beach (64 athletes)	<ul style="list-style-type: none"> <li>• 5,000 seats</li> </ul>

## Notes:

- Maximum 1 Team Sport from the Optional Sport category
- Spectator seating requirements can be revised, with empirical evidence, to fit the local conditions.
- No separate Training Venues required
- Gender Parity (equal number of Men’s & Women’s events) must be factored in.

**Requirements for Non-Sport Venues**

Non-Sport Venue	Commonwealth Games Federation Venue Requirements
Opening / Closing Ceremonies	<ul style="list-style-type: none"> <li>• 40,000 seats</li> </ul>
Athletes’ Village	<ul style="list-style-type: none"> <li>• 6,500 beds</li> </ul>
International Broadcast Centre	<ul style="list-style-type: none"> <li>• 10k-15K sq.m Convention Centre or large building shell (warehouse), +</li> <li>• Adjacent satellite farm</li> </ul>
Main Press Centre	<ul style="list-style-type: none"> <li>• Convention or exhibition centre with large floor spaces, auditorium and meeting rooms, catering facilities</li> <li>• Central position close to major competition venues and press accommodation</li> <li>• Ideally International Broadcast Centre and Main Press Centre are adjacent to each other.</li> </ul>

## Note:

- The word “Commonwealth” is incorporated in the name of at least one major facility that is built or renovated for the Games and the naming rights remain in perpetuity. The facility must also be branded with the Commonwealth Games Canada logo.

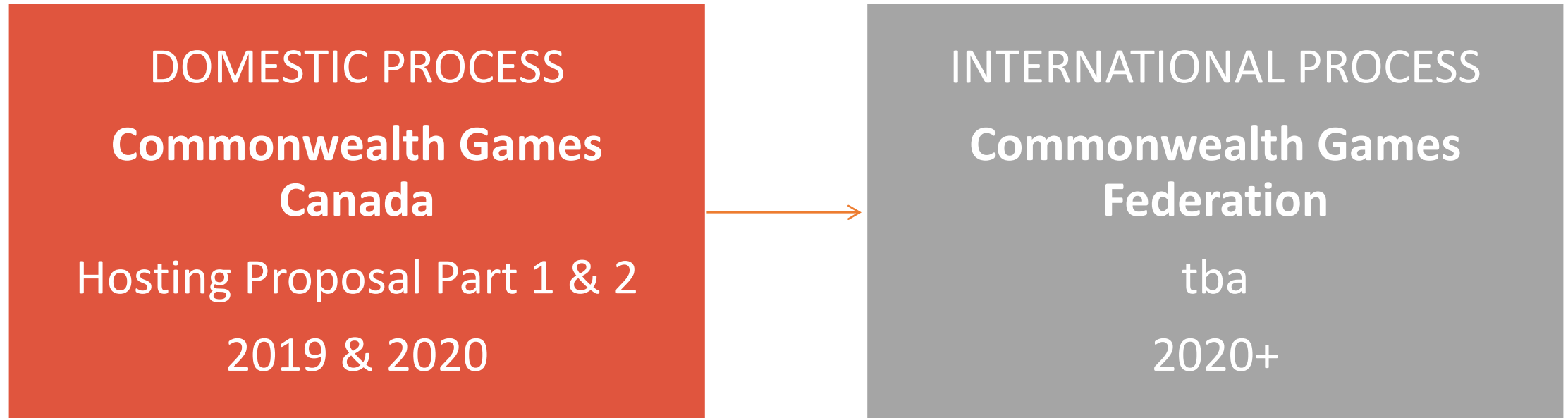
Bid Process  
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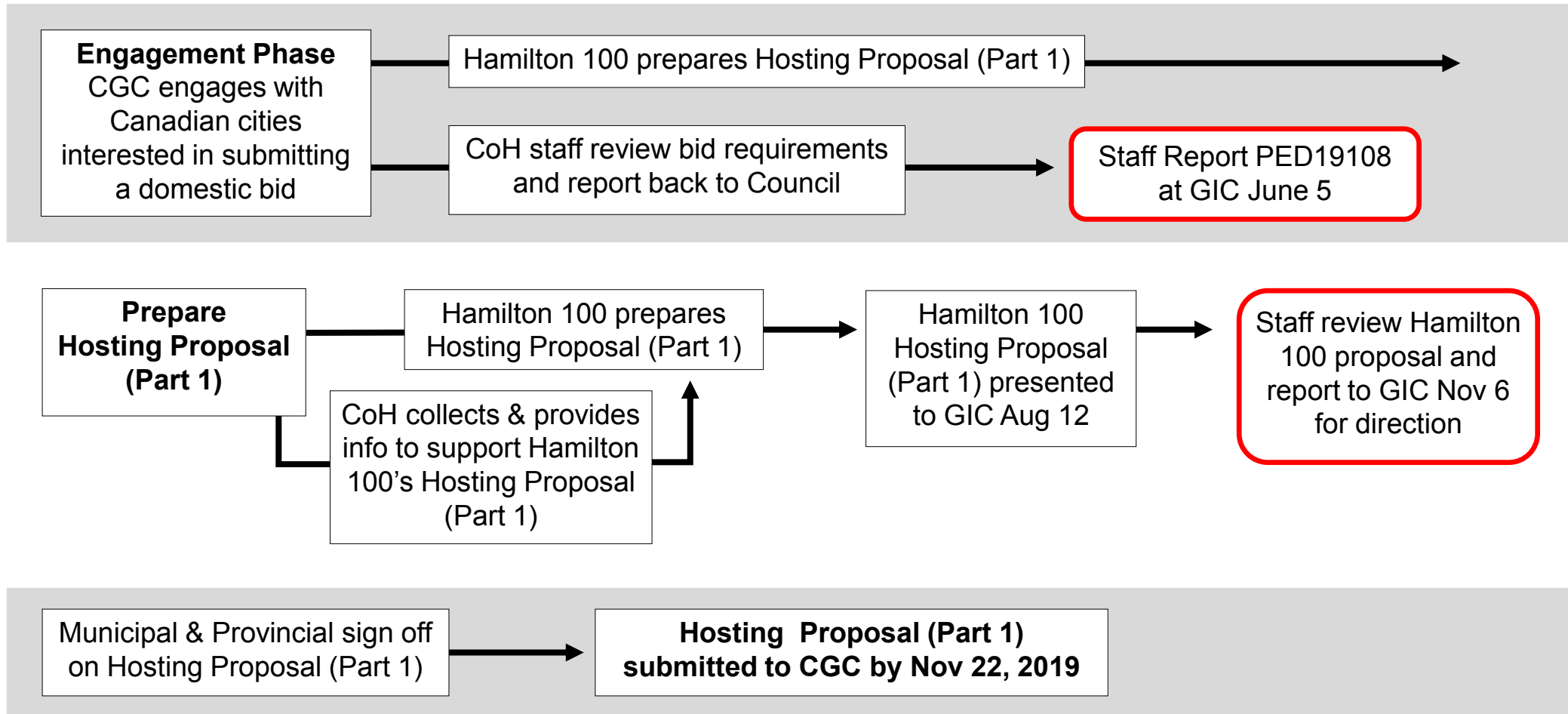
# Stakeholders

- Hamilton 100
- City of Hamilton
- Local Community Organizations
- Local Private Sector
- Neighbouring Municipalities/Communities
- Citizens
- Government of Ontario
- Government of Canada
- Commonwealth Games Canada
- Commonwealth Games Federation

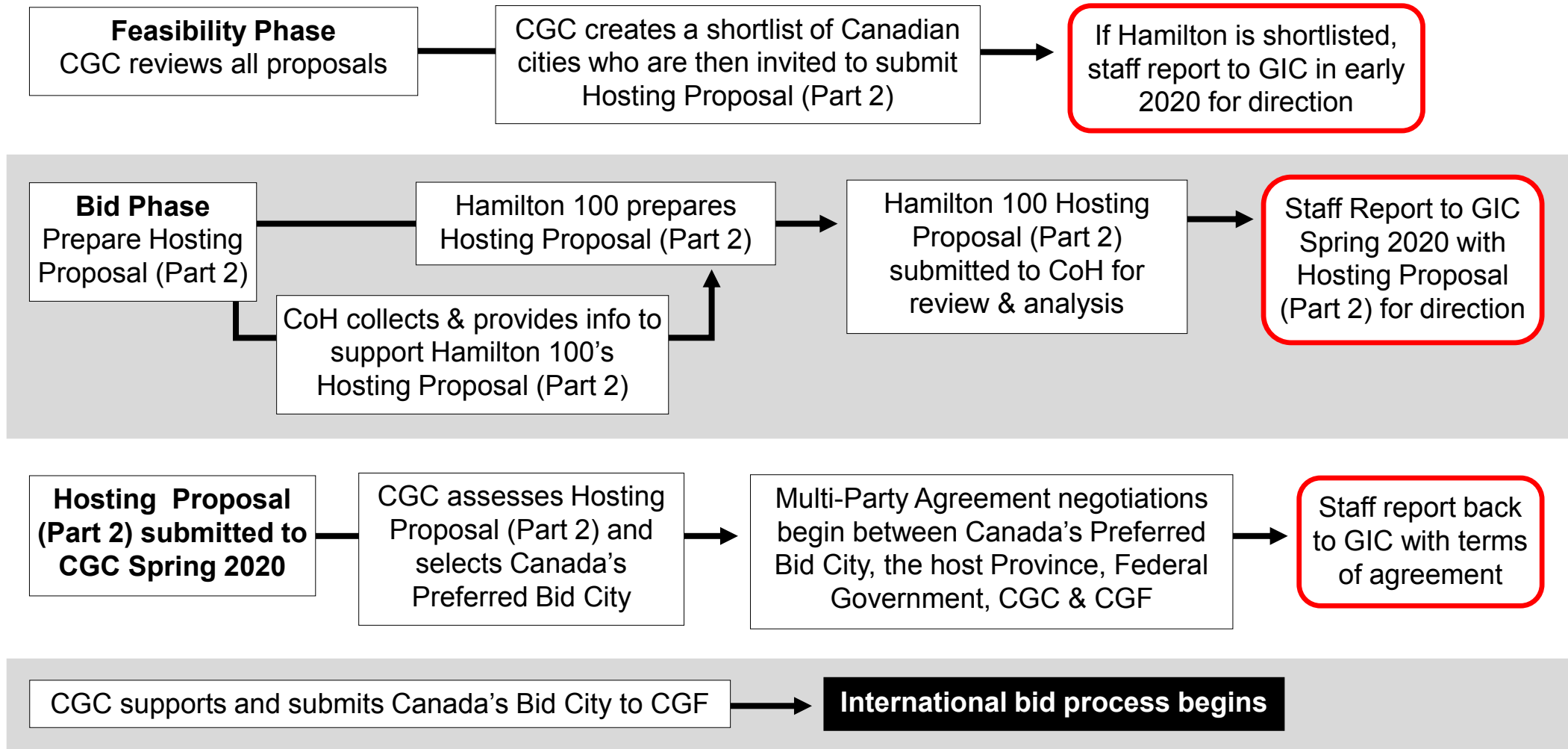
# Bidding Process



# Domestic Process – Engagement Phase



# Domestic Process – Feasibility Phase





**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
*Strategic Partnerships and Communications*

<b>TO:</b>	Mayor and Members General Issues Committee
<b>DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Downtown Entertainment Assets Operating Agreements (CM18013(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ryan McHugh (905) 546-2424, Extension 2725
<b>SUBMITTED BY:</b>	John Hertel Director, Strategic Partnerships and Communications City Manager's Office
<b>SIGNATURE:</b>	

Discussion of Confidential Appendix 'G' to Report CM18013(a) in closed session is subject to the following requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- ◆ Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

**RECOMMENDATION**

- (a) That an extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum), which is consistent with the terms set out in Appendix "A" to report CM18013(a), be approved;
- (b) That an extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group), which is consistent with the terms set out in set out in Appendix "B" to report CM18013(a), be approved;
- (c) That the Mayor and the City Clerk be authorized and directed to execute any documents, with content acceptable to the City Manager and in a form acceptable to the City Solicitor, required to give effect to an extension to the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 2 of 12**

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- (d) That the Mayor and the City Clerk be authorized and directed to execute any documents, with content acceptable to the City Manager and in a form acceptable to the City Solicitor, required to give effect to an extension to the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group);

**EXECUTIVE SUMMARY**

Following a comprehensive RFP process, the operations of the former Hamilton Entertainment and Convention Facilities Inc. (HECFI) properties including the Hamilton Convention Centre, the former Copps Coliseum, and the former Hamilton Place, were awarded by Council to Carmen's Group (convention centre) and Global Spectrum (arena and performance hall) effective March 1, 2013.

The approved Management Agreements included an initial term for Global Spectrum of 5 years, an option for 5 additional years, plus a transition period which was comprised of the remaining 10 months of 2013. The approved Management Agreement for Carmen's Group included an initial term of 5 years, an option for two additional 5 year terms, plus a transition period which was comprised of the remaining 10 months of 2013.

The initial 5 year term was scheduled to expire on December 31, 2018. In February 2018, Carmen's Group made a request to Council to be considered as the potential operator for all 3 venues. As a result, Council approved extensions of the current Management Agreements to the end of June 2019, to provide staff and the two operators the time required to complete a proposal process. Subsequently, Carmen's Group withdrew their request and elected to maintain their strategic focus on their core hospitality business; a joint letter signed by Carmen's Group, Global Spectrum, and Live Nation was sent to Mayor Eisenberger and Members of Council.

Both Global Spectrum and the Carmen's Group have had considerable success given the limitations of the aging facilities in which they operate. In addition to providing the City with combined savings of over \$10M over the first 5 year term, both Global Spectrum and Carmen's Group have been exceptional stewards of the facilities and have been actively involved in the local community.

As a result, staff are seeking Council approval for the following extension terms:

**Global Spectrum:** A 5 year and 6 month extension of Global Spectrum's existing management agreement at the FirstOntario Centre (former Copps Coliseum) and FirstOntario Concert Hall and Studio (former Hamilton Place).

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 3 of 12**

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The first 5 year term achievements resulted in \$5.15M of net financial benefit to the City compared to the benchmark subsidies of the former HECFI operation. The proposed extension looks to build on this success by including the following enhancements:

- 1) A reduction in the annual Management Fee by \$100K;
- 2) An enhanced 'profit sharing' (subsidy reduction) formula that benefits the City. For example, using the 2016, 2017 and 2018 three-year average performance, the City would gain \$156K per year in additional revenues (subsidy reduction);
- 3) Risk mitigation measures where Global Spectrum contributes half of any "incentive income", up to an annual maximum of \$200,000 per year, into a reserve account that would be drawn on in the event of future losses. This would include losses that may arise as a result of LRT construction, and/or the critical failure of major capital components in the facilities that they manage (such as the FirstOntario Centre's brine line).
- 4) An additional upfront capital infusion of \$500K from Global Spectrum;
- 5) An additional capital infusion from food & beverage supplier Compass Group Canada of \$500K up front plus \$50K in year 3.

If the 5 year extension is approved, staff forecast that the operating subsidy for these facilities would be approximately \$6.3M less than the benchmark HECFI subsidy. When the proposed \$1.05M in capital contributions are included, the total net financial benefit of the recommended extension would be \$7.35M greater than the benchmark HECFI subsidy and \$1.7M greater than the initial 5 year term.

**Carmen's Group:** A 5 year and 6 month extension of the Carmen's Group's existing management agreement at the Hamilton Convention Centre.

Based on their anticipated aggressive revenue growth, Carmen's first term contract model included a declining level of City subsidy, and an increasing contribution to the cost of utilities. In the first 5-year term, Carmen's group reduced the City's operating subsidy by \$4,765,500 plus made \$750K in capital improvements, for a total net financial benefit of \$5,515,500 compared to the previous benchmark HECFI subsidy.

Although their revenues fell short of their own internal forecasts, Carmen's Group continued to meet all financial commitments to the City, while adjusting their business model for better future growth opportunities i.e. conventions and trade shows versus weddings. In 2018, the owners of their largest single event (approximately 15% of revenues and margins) built their own facility and moved the event permanently.

The proposed extension includes the following enhancements:

- 1) A reduction in the HECFI baseline operating subsidy of \$5,727,000, compared to a \$4,765,500 reduction in the initial 5-year term;

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 4 of 12**

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- 2) An additional capital infusion of \$500K, with \$300K up front and \$50K in each of years 2 through 5;
- 3) An additional 2 sales staff to more aggressively pursue conventions and trade shows;
- 4) An M.O.U. with Global Spectrum to pursue joint venture entertainment opportunities in the Convention Centre;
- 5) Continued leveraging of suppliers for a \$50K community contribution to the Good Shepherd Winter Wonderland event.

In the first 5-year term, Carmen's group reduced the City's operating subsidy by \$4,765,500, plus they made \$750K in capital improvements to the facility for a total net financial benefit of \$5,515,500 to the City. The enhancements outlined in this recommendation would result in a net financial benefit of \$6,227,000 versus the benchmark HECFI subsidy and an additional \$711,500 in net financial benefit versus the initial 5 year term.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** Financial details outlined in Appendix "A" and Appendix "B" of report CM18013(a)

**Staffing:** N/A

**Legal:** Legal Services will play an important role in the preparation of the detailed Management Agreements for both parties.

**HISTORICAL BACKGROUND**

In 2011, the City of Hamilton underwent the "External Audit Review of HECFI Operations" with the assistance of KPMG. Upon the completion of this exercise in 2013, Council approved the staff recommendations put forward in report CM11013(e) at the February 12, 2013 General Issues Committee. Based on this direction, staff executed the following agreements:

1. The Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. This agreement designated Global Spectrum as the operator of the City-owned FirstOntario Centre (formerly Copps Coliseum) and the FirstOntario Concert Hall (formerly Hamilton Place) for a 5-year term which concludes on December 31, 2018.
2. The Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. This agreement designated the Carmen's Group as the operator of the City owned

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
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Hamilton Convention Centre for a 5 year term which concludes on December 31, 2018.

Since both Global Spectrum and the Carmen's Group have had measurable success operating their respective facilities during the first term of their agreements, staff was prepared to recommend exercising both 5 year extensions. However, in February 2018, the Carmen's Group provided the open letter attached as Appendix "C" to report CM18013(a) addressed to the Mayor and Members of Council. The letter concluded with a "Formal request that City Council now examine alternate contract management arrangements regarding the current three entertainment venues including facility redevelopment exploration." This letter was accompanied by a second open letter to the Mayor and Members of Council dated May 11th 2018, which is attached as Appendix "D" to report CM18013(a).

Subsequently, both organizations notified staff that they were prepared to forgo their 5 year extension and submit proposals for:

1. A 5-year extension of the scope of work outlined in their existing management agreements (For Global Spectrum – FirstOntario Centre and FirstOntario Concert Hall, and for the Carmen's Group – The Hamilton Convention Centre);
2. The opportunity to manage all three facilities, which would effectively result in the City terminating one of their existing agreements with either Global Spectrum or the Carmen's Group.

Based on these developments, in a July 9, 2018 GIC report titled "Downtown Entertainment Assets Operating Agreements CM18013 (City Wide)", staff put forward the following recommendation:

- (a) That Council authorize a 6 month extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum) which is set to expire on December 31<sup>st</sup> 2018;
- (b) That Council authorize a 6 month extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group) which is set to expire on December 31<sup>st</sup> 2018;
- (c) That the Mayor and the City Manager be authorized to execute the extension of the agreements with Global Spectrum and Carmen's Group outlined in recommendation (a) and (b) of report CM18013;

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
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- (d) That Council direct staff to invite Global Spectrum to submit two proposal(s):
  - (i) A 5 year extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P.; and
  - (ii) A second proposal to also include the scope of work outlined in the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group);
- (e) That Council direct staff to invite Carmen's Group to submit two proposals:
  - (i) A 5 year extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd.; and
  - (ii) A second proposal to also include the scope of work outlined the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);
- (f) That Council direct staff to evaluate any proposal(s) the City receives as a result of recommendations (c) and (d) of report CM18013 and report back to General Issues Committee with a recommendation on how best to proceed with the management of these entertainment assets;
- (g) That when evaluating any proposal(s) the City receives as a result of recommendations (c) and (d) of report CM18013, staff use the criteria and methodology used by KPMG during HECFI review and outlined in Appendix "A";
- (h) That a contribution to an upset limit of \$100,000 from the Tax Stabilization Reserve (#110046) be used to fund an independent third party review of the staff recommendation set out in item (f) of report CM18013.
- (i) That the City Procurement Policy be followed to the extent the Procurement Section and the Legal Services Division determine the Policy to be applicable in order to maintain a fair process related to the management of the Downtown Entertainment Assets.
- (j) That the City Procurement Policy be waived for the sole purpose of permitting only Global Spectrum and Carmen's Group to participate in the process related to the management of the Downtown Entertainment Assets.

It was staff's opinion that this recommendation would put the City in the position to secure an agreement or agreements, with terms even more favourable than the existing 5 year renewal options that they were prepared to recommend to Council. Upon

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
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receiving Council approval, staff prepared an RFP that was to be issued to the two proponents. However, before the competitive renewal process was officially initiated, Carmen's, Spectra and Live Nation submitted the joint letter attached as Appendix "E" to report CM18013(a) to the January 23<sup>rd</sup> Council Meeting, which communicated the following:

"Over the course of the past few months, our two organizations and the city have met to explore potential collaborative working arrangements for the operation of the three venues. In the end, we all agree that it is in the best interest of the City of Hamilton, as well as our two organizations, for each of our companies to focus solely on our present operations. Subsequently, our companies would prefer to negotiate multi-year extensions to our current management agreements."

As a result of this development, Council approved the Motion attached as Appendix "F" to report CM18013(a) which direct staff to forgo the competitive renewal process and negotiate 5-year extensions of the existing agreements.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

City Manager's Office: Strategic Partnerships and Communications  
Corporate Services: Finance and Administration, Procurement, Legal Services  
Planning and Economic Development: Real Estate  
Public Works: Facilities Management and Capital Projects

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

**Global Spectrum Agreement:**

Global Spectrum is widely regarded as a world leader in hosting and entertainment, partnering with over 300 clients at 400 global properties. Since 2013 the facilities under Global Spectrum's management hold on average 203 events per year, with average annual attendance of 470,000. Under the existing Management Agreement between the City of Hamilton and Global Spectrum, the operating and capital costs associated with the FirstOntario Centre and the FirstOntario Concert Hall are allocated as follows:

Description	Global Spectrum
Capital vs. Operating Costs	The City is responsible for all capital costs while Global Spectrum is responsible for all operating costs.
Utilities	Any utility costs above the 2011 actual utility cost of \$1.2M will be

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
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	paid by Global Spectrum.
Net Contribution from City	City will cover the first \$1.4M in losses, and Global Spectrum will cover the next \$500k in losses. Additional losses will be covered by the City. If losses are less than \$1.4M, Global Spectrum will retain the first \$450k as their management fee, and additional savings will be split as “incentive income” between the City (70% to the City, 30% to Global Spectrum).

The City of Hamilton has provided Global Spectrum the following operating subsidies over the life of this agreement:

Agreement Year	Subsidy of Operating loss	Subsidy of Utility Cost	Total Net Operating Subsidy
2018	\$950,000	\$1,200,000	\$2,150,000
2017	\$1,300,000	\$1,200,000	\$2,500,000
2016	\$1,400,000	\$1,200,000	\$2,600,000
2015	\$1,400,000	\$1,200,000	\$2,600,000
2014	\$1,400,000	\$1,200,000	\$2,600,000
2013**	\$1,166,667	\$1,000,000	\$2,166,667
<b>Total</b>	<b>\$7,616,667</b>	<b>\$7,000,000</b>	<b>\$14,616,667</b>

Despite providing Global Spectrum operating subsidies of \$14,616,667 since the commencement of the agreement, the City has still realized \$5,150,000 in net financial benefit versus the benchmark subsidies of the former HECFI operation.

If recommendation (a) were to be approved, and the terms outlined in Appendix “A” of report CM18013(a) were to come into effect, staff forecasts the following financial impact from an operating perspective, over the term of the extension:

Agreement Year	Subsidy of Operating loss**	Subsidy of Utility Cost	Total Net Operating Subsidy
2024	\$1,060,667	\$1,200,000	\$2,260,667
2023	\$1,060,667	\$1,200,000	\$2,260,667
2022	\$1,060,667	\$1,200,000	\$2,260,667
2021	\$1,060,667	\$1,200,000	\$2,260,667
2020	\$1,060,667	\$1,200,000	\$2,260,667
2019*	\$623,500	\$600,000	\$1,223,500
<b>Total</b>	<b>\$5,926,833</b>	<b>\$6,600,000</b>	<b>\$12,526,833</b>

\*Half year, as agreement would commence on July 1, 2019

\*\* Assumes 2016, 2017 and 2018 three-year average performance, City would gain \$156K per year in additional revenues (subsidy reduction);

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 9 of 12**

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In addition to projected incremental operating savings of \$1,146,667 versus the previous 5 year term (excluding transition years), the 5 year extension outlined in Appendix “A” to Report CM18013(a), would result in \$1,050,000 in net new capital contributions. \$500,000 of this contribution would be paid to the City by Global Spectrum upon signing the extension and could be spent at the City’s sole discretion. The remaining \$550,000 would be invested by Compass Group Canada (Global Spectrum’s food and beverage provider) and would be used to revamp the existing concession structures to allow for “VIP” and enhanced food service concepts. This investment would not only be an enhancement to the City owned facilities, it would also increase the revenue generation potential of the facilities over the life of the proposed agreement.

Global Spectrum has also agreed to contribute half of any “incentive income”, up to an annual maximum of \$200,000 per year, into a reserve account that would be drawn on in the event of future losses. This would include losses that may arise as a result of LRT construction, and/or the critical failure of major capital components in the facilities that they manage (such as the FirstOntario Centre’s brine line). Given the state of key capital components in the aging facilities in which Global Spectrum operates, staff view this provision as a valuable risk mitigation measure.

Overall, staff forecast that this agreement would provide the City of Hamilton \$1,723,167 in incremental financial benefits versus the previous 5 year agreement, broken down as follows:

Reduction In Operating Subsidy Over Previous Term:	\$1,146,667
Additional Capital Contribution Versus Previous Term (\$1.05m vs \$500k in Term 1)	\$550,000
<b>Total Incremental Financial Benefit of extension:</b>	<b>\$1,696,667</b>

**Carmen’s Group Agreement:**

The Hamilton Convention Centre which has been operated by the Carmen’s Group since 2013, offers traditional convention centre events (conventions and conferences, meeting rooms, trade show exhibitions, banquets) with full food and beverage capabilities. The Carmen’s Group prides themselves “on being one of Hamilton’s largest and most successful hospitality and entertainment brands, with five beloved venues and 400 employees, and a long history of commitment to this community.” The venue hosts thousands of visitors each year from all over the world. In 2017, the Hamilton Convention Centre held 137 events across 206 days, which resulted in an occupancy rate of 67%. Under the existing Management Agreement between the City of Hamilton and Carmen’s Group, the operating and capital costs associated with the Hamilton Convention Centre are allocated as follows:

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*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

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



**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 10 of 12**

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<b>Description</b>	<b>Carmen's Group</b>
Capital vs. Operating Costs	The City is responsible for all Capital costs while Carmen's Group is responsible for all Operating Costs (less the annual subsidies indicated below)
Utilities	Carmen's Group is contractually committed to paying the City the following annual utility contribution:  For the 2014 Operating Year: \$105,000; For the 2015 Operating Year: \$115,000; For the 2016 Operating Year: \$135,000; For the 2017 Operating Year: \$145,000; For the 2018 Operating Year: \$165,000;
Net Contribution from City	The City is contractually committed to paying Carmen's Group a subsidy in the following amounts:  For the 2014 Operating Year: \$344,454.00; For the 2015 Operating Year: \$250,000.00; For the 2016 Operating Year: \$200,000.00; For the 2017 Operating Year: \$125,000.00; For the 2018 Operating Year: \$0;

The City of Hamilton has provided Carmen's Group the following operating subsidies over the life of this agreement:

Agreement Year	Subsidy of Operating loss	Less Carmen's Group Utility Contribution	Total Net Operating Subsidy/ (Contribution)
2018	\$0	(\$165,000)	(\$165,000)
2017	\$125,000	(\$145,000)	(\$20,000)
2016	\$200,000	(\$135,000)	\$65,000
2015	\$250,000	(\$115,000)	\$135,000
2014	\$344,000	(\$105,000)	\$239,000
2013**	\$650,000	(\$105,000)	\$545,000
<b>Total</b>	<b>\$1,569,000</b>	<b>(\$770,000)</b>	<b>\$799,000</b>

Despite providing the Carmen's Group operating subsidies of \$799,000 since the commencement of the agreement, the City has still realized \$5,515,500 in net financial benefit versus the benchmark subsidies of the former HECFI operation.

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 11 of 12**

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If recommendation (b) were to be approved, and the terms outlined in Appendix “B” of report CM18013(a) were to come into effect, staff forecast the following operating budget impact over the guaranteed term of the extension:

Agreement Year	Subsidy of Operating loss	Less Carmen’s Group Utility Contribution	Total Net Operating Subsidy/ (Contribution)
2024	\$0	(\$82,500)	(\$82,500)
2023	\$0	(\$65,000)	(\$65,000)
2022	\$0	(\$50,000)	(\$50,000)
2021	\$0	(\$40,000)	(\$40,000)
2020	\$100,000	(\$25,000)	\$75,000
2019*	\$0	\$0	\$0
<b>Total</b>	<b>\$100,000</b>	<b>(\$262,500)</b>	<b>(\$162,500)</b>

\*Half year, as agreement would commence on July 1, 2019

The net impact of this agreement would not only eliminate the requirement for an ongoing operating subsidy, it would also result in a positive net contribution of \$162,500 being made to the City over the life of the guaranteed term.

Overall, if this extension were approved, staff forecast that this agreement would provide the City of Hamilton an incremental \$711,500 in financial benefits versus the previous 5 year agreement, broken down as follows:

Reduction In Operating Subsidy Over Previous Term:	\$961,500
Additional Capital Contribution Versus Previous Term: (Note \$500k vs. \$750k last term)	(\$250,000)
<b>Total Incremental Financial Benefit of Extension:</b>	<b>\$711,500</b>

## ALTERNATIVES FOR CONSIDERATION

Please refer to Confidential Appendix “G” to report CM18013(a).

## 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.

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**SUBJECT: Downtown Entertainment Assets Operating Agreements (CM18013(a))  
(City Wide) – Page 12 of 12**

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**Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

**Built Environment and Infrastructure**

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

**Culture and Diversity**

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

**Our People and Performance**

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

**Economic Prosperity and Growth**

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – Overview of Proposed Global Spectrum Agreement

Appendix “B” – Overview of Proposed Carmen’s Group Agreement

Appendix “C” – Carmen’s Group Open Letter - February 2018

Appendix “D” – Carmen’s Group Open Letter - May 2018

Appendix “E” – Carmen’s Group, Global Spectrum and Live Nation Joint Letter – January 2019

Appendix “F” – Council Motion - January 23, 2019

Appendix “G” – Confidential – Alternative for Consideration – Global Spectrum

Appendix “H” – Confidential – Alternative for Consideration – Mercanti Banquet and Convention Centre Ltd.

### Overview of Proposed Global Spectrum Agreement

#### Facilities Managed:

FirstOntario Centre (formerly Copps Coliseum),  
FirstOntario Concert Hall and Studio (Formerly Hamilton Place).

#### Term:

<b>Proposed Guaranteed Term:</b>	5 years + a 6-month transition period commencing July 1, 2019 and expiring December 31 <sup>st</sup> 2024.  Note: the 6-month transition period would be under the financial terms of the existing deal and the new terms outlined within would come into effect in January 1, 2020.
<b>Additional Renewal Options:</b>	None

#### One Time Capital Contributions:

<b>From Global Spectrum:</b>	\$500,000 contribution made to the City of Hamilton upon signing an extension.
<b>From Compass Group Canada</b>	A \$550,000 investment in an upgrade to the FirstOntario Centre and FirstOntario Concert Hall's concession infrastructure on the following schedule:  <b>Guaranteed Term:</b> Year 1 - \$500,000 Year 3 - \$50,000

#### Financial Terms:

<b>Net Contribution from City</b>	<ol style="list-style-type: none"> <li>1) The City will continue to subsidize the first \$1.4M in operating losses;</li> <li>2) Global Spectrum will receive a Guaranteed Management Fee of \$350,000;</li> </ol>
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	<p>In the event that the annual net operating losses are less than \$1.4M, the benefits would be realized as follows:</p> <ol style="list-style-type: none"> <li>1) The City receives the initial \$350,000;</li> <li>2) The next \$400,000 would be split 50% to the City, 50% to Global Spectrum as “incentive income”;</li> <li>3) Global Spectrum contributes half of any “incentive income”, up to an annual maximum of \$200,000 per year, into a reserve account that would be drawn on in the event of future losses. This would include losses that may arise as a result of LRT construction, and/or the critical failure of major capital components in the facilities that they manage (such as the FirstOntario Centre’s brine line).</li> <li>4) Any further subsidy reduction/profit would be split 60% to the City, 40% to Global Spectrum.</li> </ol> <p>Note: based on the average of 2016, '17, and '18 performance results, the City would have received an incremental \$156K per year in additional revenues (subsidy reduction)</p>
<b>Capital vs. Operating Costs</b>	The City is responsible for all Capital costs while Global Spectrum is responsible for all Operating Costs.
<b>Utilities</b>	Any utility costs above the 2011 Actual utility cost of \$1.2M will continue to be paid by Global Spectrum.

### Overview of Proposed Carmen's Group Agreement

#### Facilities Managed:

Hamilton Convention Centre

#### Term:

<b>Proposed Guaranteed Term:</b>	5 years + a 6 month transition period commencing July 1, 2019 and expiring December 31 <sup>st</sup> 2024.
<b>Renewal Option:</b>	None

#### Capital Contributions:

<b>From Carmen's Group:</b>	<p>A \$500,000 contribution made to capital upgrades in the Hamilton Convention Centre on the following schedule:</p> <p><b>Guaranteed Term:</b>  Year 1 - \$300,000  Year 2 - \$50,000  Year 3 - \$50,000  Year 4 - \$50,000  Year 5 - \$50,000</p>
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#### Financial Terms:

Guaranteed Term 1:

Year	Capital Investment	Operating Subsidy	Utility Guarantee*
<b>2019</b>	\$0	\$0	\$0
<b>2020</b>	\$300,000	-\$100,000	\$25,000
<b>2021</b>	\$50,000	\$0	\$40,000
<b>2022</b>	\$50,000	\$0	\$50,000

## Appendix B to Report CM18013(a)

Page 2 of 2

<b>2023</b>	\$50,000	\$0	\$65,000
<b>2024</b>	\$50,000	\$0	\$82,500
<b>Totals</b>	<b>\$500,000</b>	<b>-\$100,000</b>	<b>\$262,500</b>

\*In the event that Carmen's Revenues meet or exceed the \$4,000,000 threshold, a utility fee equal to 2% of sales will be provided to the City (less the utility guarantee).

Dear Mayor Eisenberger and Members of Hamilton City Council:

**Re: A Renewed Vision or the Future of Hamilton's Sports, Entertainment, Hospitality and Convention Facilities**

As one of Hamilton's largest and most successful hospitality and entertainment brands, with five beloved venues and 400 employees, and a long history of commitment to this community, Carmen's Group would like to now present to the City of Hamilton an opportunity to accelerate the City's development as a national cultural hotspot, by proposing a renewed direction for Hamilton's iconic entertainment facilities.

The strategic objective of this proposal is twofold; to maximize the potential of the existing former HECFI facilities in their current form, while simultaneously moving forward with a collaboration process to build the private-public partnership model that best produces the next generation of Hamilton's entertainment venues.

Carmen's Group, in partnership with Scott Warren - former General Manager of FirstOntario Centre and FirstOntario Concert Hall/The Studio with 28 years of significant contributions to the management of entertainment venues - will spearhead a local, **Made in Hamilton** consortium. This consortium has a dynamic slate of expertise including strong sports and entertainment industry relationships, large-scale entertainment promotion experience, facility management prowess, as well as partners with extensive financing and development expertise. The consortium will work with private-sector, industry partners and City Council to explore all potential redevelopment options to ensure the next generation of Hamilton entertainment patrons have state-of-the-art facilities that deliver the extraordinary experiences they desire. Building on the partnerships established in the already completed and private-sector funded 2016 Arena Renovation Study that Carmen's Group was a key partner in, and the recent 2017 City Council motion proposed by Councillor Merulla, this renewed direction would see various urban core locations, precinct feasibility scenarios, strong business case and city-building components examined and explored.

While this longer-term vision is pursued, the Carmen's Group/Scott Warren partnership would provide an immediate win-win-win for all stakeholders including City Council, City staff, employees of the current venues, and all citizens of Hamilton, by providing the following benefits to be shared among all involved parties:

- **Immediate Upfront Savings to Hamilton Taxpayers** – continuing the demonstrated capacity of Carmen's Group to produce subsidy reductions, as evidenced by our effective management of the Convention Centre, as well as the proven taxpayer subsidy reduction of the entertainment venues via Scott Warren's leadership, the consortium will deliver further subsidy reductions across the facilities under our management throughout the term of a renewed engagement;
- **Upfront Capital Investments** – a sizeable upfront investment in improvements to the respective facility's aesthetics designed to ultimately enhance guest experiences;
- **Contract Flexibility** – the consortium, due to their locality and future vision, will include flexible language and terms in the contract to allow for development exploration;



- **Programming Expertise** – With Scott Warren executing the booking/talent buying, as he has done for the past five years, the consortium will continue to build on the world-class talent programming that has helped Hamilton realize enormous economic impact. Scott continues to maintain extensive relationships with industry promoters and agents in the United States and Canada and will share documentation of their support for this consortium.

- **Employee Continuity** – all existing union and non-union employees of the facilities would be offered employment under the terms of the proposed new management contract;

- **Local Advisory Board** – the consortium will form an industry board consisting of the most prominent and influential names from the local and national entertainment industry, to offer insight, support and assistance in maximizing the potential of the respective venues.

The future has never looked brighter for the City of Hamilton. With a booming real estate market, new residential developments, hot new restaurants, exciting transit improvements, vibrant neighbourhood districts, and unparalleled natural beauty, the rest of the world is starting to appreciate what Hamiltonians have long recognized and what the City so appropriately said in our visionary bid to be home to Amazon's HQ2; **Hamilton is Unstoppable!** It is now time to bring this same vision to best maximizing synergies with our entertainment facilities, having them work in tandem, with specific and unique opportunities surrounding the FirstOntario Centre, FirstOntario Concert Hall/The Studio and the Hamilton Convention Centre. Carmen's Group has a proven track record, delivering on our promise to dramatically reduce the operating subsidy at the Convention Centre, saving the City nearly \$6 million since 2013. We have further demonstrated our commitment to Hamilton and the urban core by moving the Carmen's Group Corporate Headquarters to downtown Hamilton, in the heart of the hospitality district on James Street North.

With regards to next steps, in light of the impending conclusion date on the first management contract for these three venues, **Carmen's Group formally requests that City Council now examine alternative contract management arrangements regarding the current three entertainment venues including facility redevelopment exploration.** We then look forward together with our consortium partners, to the presentation of an unsolicited bid regarding a comprehensive private-public partnership plan that will take Hamilton's sports, entertainment, convention and hospitality industry deep into the 21st century, helping Hamilton fulfill its destiny as the **Ambitious City.**

Yours very sincerely,



PJ Mercanti

CEO

Carmen's Group



May 11, 2018

Dear Mayor Eisenberger and Members of Hamilton City Council:

**Re: The Future Management of Hamilton's Downtown Entertainment Venues**

We are writing to update you on progress that has taken place since our letter in February, 2018, at which time the Carmen's Group formally requested City Council examine alternative contract management arrangements regarding the current three downtown entertainment venues. Our two-fold strategic objective remains clear; to maximize the potential of the existing former HECFI facilities in their current form, while concurrently moving forward with a collaboration process to build the private-public partnership model that best produces a renewed vision for the future of Hamilton's entertainment venues. Back in February, in light of the impending conclusion date on the first management contracts for the three venues set for the end of this calendar year, the Carmen's Group made our formal request to City Council, which then voted to instruct staff to investigate and report back.

As we await the staff report, our group wanted to ensure City Council be kept up-to-date on all relevant developments. We are excited to inform you that our Local Group has added an important new relationship. The Carmen's Group working in partnership with Scott Warren, has reached an agreement to work with the Oak View Group (OVG), headquartered in Los Angeles, regarding the proposed operation of the three venues. OVG was founded by Tim Leiweke, Irving Azoff and Madison Square Garden Entertainment. Tim Leiweke, now CEO of OVG, is the former president and CEO of Maple Leaf Sports and Entertainment (MLSE). Before coming to Toronto in 2013 he was president and CEO of the Anschutz Entertainment Group (AEG) in Los Angeles, where he developed the Staples Center, L.A. LIVE and the StubHub Center. He returned to L.A. in 2015 to found OVG with his partner Irving Azoff, who is formerly chairman and CEO of Ticketmaster Entertainment, executive chairman of Live Nation Entertainment, and CEO of Front Line Management. Azoff is currently chairman of Full Stop Management which represents recording artists such as the Eagles, Harry Styles, Christina Aguilera, Journey, Don Henley, Joe Walsh, Van Halen, Thirty Seconds to Mars, Steely Dan, Gwen Stefani, Fleetwood Mac, Bon Jovi, Jimmy Buffett and more. Since 2013 he has been chairman and CEO of Azoff MSG Entertainment, a venture with the Madison Square Garden Company, which controls live events at the Madison Square Garden arena and Theater at MSG. In addition to the Garden itself, MSG Entertainment owns the rights to operate two theaters in Manhattan, Radio City Music Hall and the Beacon Theatre, controls operations of the Chicago Theater, co-books the Wang Theater in Boston, and also purchased and renovated the Forum in Inglewood, California, transforming the former home of the L.A. Kings and Lakers into one of Southern California's most successful live event venues.

The coming together of these visionary partners to create the Oak View Group produced a world-class leader in facility management, business development, live-event bookings, sponsorships and global partnerships. Many top-level sports and entertainment executives joined the company, including Peter Luukko, co-chairman of OVG's Arena Alliance and current executive chairman and member of the NHL's Board of Governors for the Florida Panthers. Luukko was formerly president of Comcast Spectacor and president of the Philadelphia Flyers. With this exceptional team in place, OVG is currently developing the transformation of the KeyArena at Seattle Center, and was recently selected by the State of New York to develop the new home of the New York Islanders at Belmont Park on Long Island. Further, OVG's relationships in the touring entertainment business are second to none, and the Hamilton venues will benefit from the direct support that will be provided by the executives of OVG. The company is excited to provide venue-management and facility operation services to our Local Group, and this project represents their first venture in Canada.



Our team understands and respects that City Council will have to determine how best to move forward in light of the pending conclusion date on the existing management contracts, and we will work within whatever process you decide. That said, we want to make clear that this venue-management proposal, crafted by our Local Group working with OVG, will mark a great improvement over the existing contracts, providing improved financial arrangements and entertainment services for all stakeholders throughout the term of a renewed engagement. We also want to let you know that as we pursue these considerations of the immediate contracts, our emerging Carmen's-led private-sector consortium also anticipates the presentation of an unsolicited bid regarding a comprehensive private-public partnership to establish the Precinct Plan that delivers the "next-generation" of sports, entertainment, convention and hospitality facilities in the heart of Hamilton's urban core. As these exciting projects proceed, we look forward to working with you in the days, weeks, years and generations to come.

Yours very sincerely,

PJ Mercanti  
CEO, Carmen's Group

Carmen's Group  
77 James Street North, Suite 300  
Hamilton, Ontario L8R 2K3

Spectra Venue Management  
10 Mac Nab St South  
Hamilton, Ontario L8P 4Y3

Good Day Mayor Eisenberger and Members of Council,

On February 5, 2018, Carmen's Group submitted a letter to Hamilton City Council expressing interest in operating the convention centre and the Core Entertainment venues, inclusive of FirstOntario Centre, FirstOntario Concert Hall and The Studio. Subsequently, Hamilton City Council recommended that city staff develop a process for Carmen's Group and Spectra / Live Nation to provide options to: A. Continue to operate the venues each presently manage on the city's behalf, and/or B. Operate all venues, including those presently managed by the other operator.

Over the course of the past few months, our two organizations and the city have met to explore potential collaborative working arrangements for the operation of the three venues. In the end, we all agree that it is in the best interest of the City of Hamilton, as well as our two organizations, for each of our companies to focus solely on our present operations. Subsequently, our companies would prefer to negotiate multi-year extensions to our current management agreements.

By forgoing the RFP process, Carmen's Group will continue to focus on aggressively driving convention, trade show and new event activity at the Hamilton Convention Centre. Concurrently, Spectra / Live Nation will use their unparalleled expertise and reputation within the entertainment industry to continue to grow the industry profile of the Core Entertainment venues, and further drive first-class entertainment and live events for audiences in Greater Hamilton.

Moving forward, Spectra / Live Nation and Carmen's Group also intend to explore potential collaborative opportunities between our respective organizations and venues, as well as reinforce our mutual commitment to work with the City, to ensure that the entertainment and convention venues are utilized to their full potential.

We trust and are hopeful that this decision meets with your approval, and we look forward to continuing to do great work that will improve the cultural and social vibrancy of this community now and long into the future.

Most Sincerely,

  
\_\_\_\_\_  
Tim Murphy  
Regional Vice President  
Spectra Venue Management

  
\_\_\_\_\_  
Riley O'Connor  
Chairman  
Live Nation Canada

  
\_\_\_\_\_  
PJ Mercanti  
Chief Executive Officer  
Carmen's Group

# CITY OF HAMILTON MOTION

Council: January 23, 2019

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

**SECONDED BY COUNCILLOR.....**

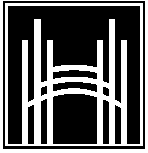
**Amendment to Item 4 of the General Issues Committee Report 18-015, respecting Report CM18013 – Downtown Entertainment Assets Operating Agreements**

That Item 4 of the General Issues Committee Report 18-015, respecting Report CM18013 – Downtown Entertainment Assets Operating Agreements, which was approved, as amended, by Council at its meeting of July 13, 2018; and, approved, as further amended by Council at its meeting of September 26, 2018, be amended by deleting sub-sections (e) through (j) and replacing them with new sub-sections (e) and (f) to read as follows:

**4. Downtown Entertainment Assets Operating Agreements (CM18013) (City Wide) (Item 7.3(b))**

- (a) That a 6-month extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum), which is set to expire on December 31, 2018, be approved;
- (b) That a 6-month extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen’s Group), which is set to expire on December 31, 2018, be approved;
- (c) That the Mayor and the City Clerk be authorized and directed to execute any documents required to give effect to a 6-month extension to the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);
- (d) That the Mayor and the City Clerk be authorized and directed to execute any documents required to give effect to a 6-month extension to the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen’s Group);
- ~~(e) That staff be directed to invite Global Spectrum to submit two proposal(s):~~

- ~~(i) A 5-year extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P.; and,~~
- ~~(ii) A second proposal which also includes the scope of work outlined in the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group);~~
- ~~(f) That staff be directed to invite Carmen's Group to submit two proposals:
  - ~~(i) A 5-year extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd.; and,~~
  - ~~(ii) A second proposal which also includes the scope of work outlined the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);~~~~
- ~~(g) That staff be directed to evaluate any proposal(s) the City receives using the criteria and methodology used by KPMG during the HECFI review and outlined in Appendix "A" and report back to General Issues Committee with a staff recommendation on how best to proceed with the management of these entertainment assets;~~
- ~~(h) That a contribution to an upset limit of \$100,000 from the Tax Stabilization Reserve (#110046) be used to fund an independent third-party review of the staff recommendation;~~
- ~~(i) That the City Procurement Policy be followed to the extent the Procurement Section and the Legal Services Division determine the Policy to be applicable in order to maintain a fair process related to the management of the Downtown Entertainment Assets; and,~~
- ~~(j) That the City Procurement Policy be waived for the sole purpose of permitting only Global Spectrum and Carmen's Group to participate in the process related to the management of the Downtown Entertainment Assets.~~
- (e) That staff be directed to negotiate a 5-year extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. and report back to the General Issues Committee; and,**
- (f) That staff be directed to negotiate a 5-year extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. and report back to the General Issues Committee.**



Hamilton

# Downtown Entertainment Asset Operating Agreements

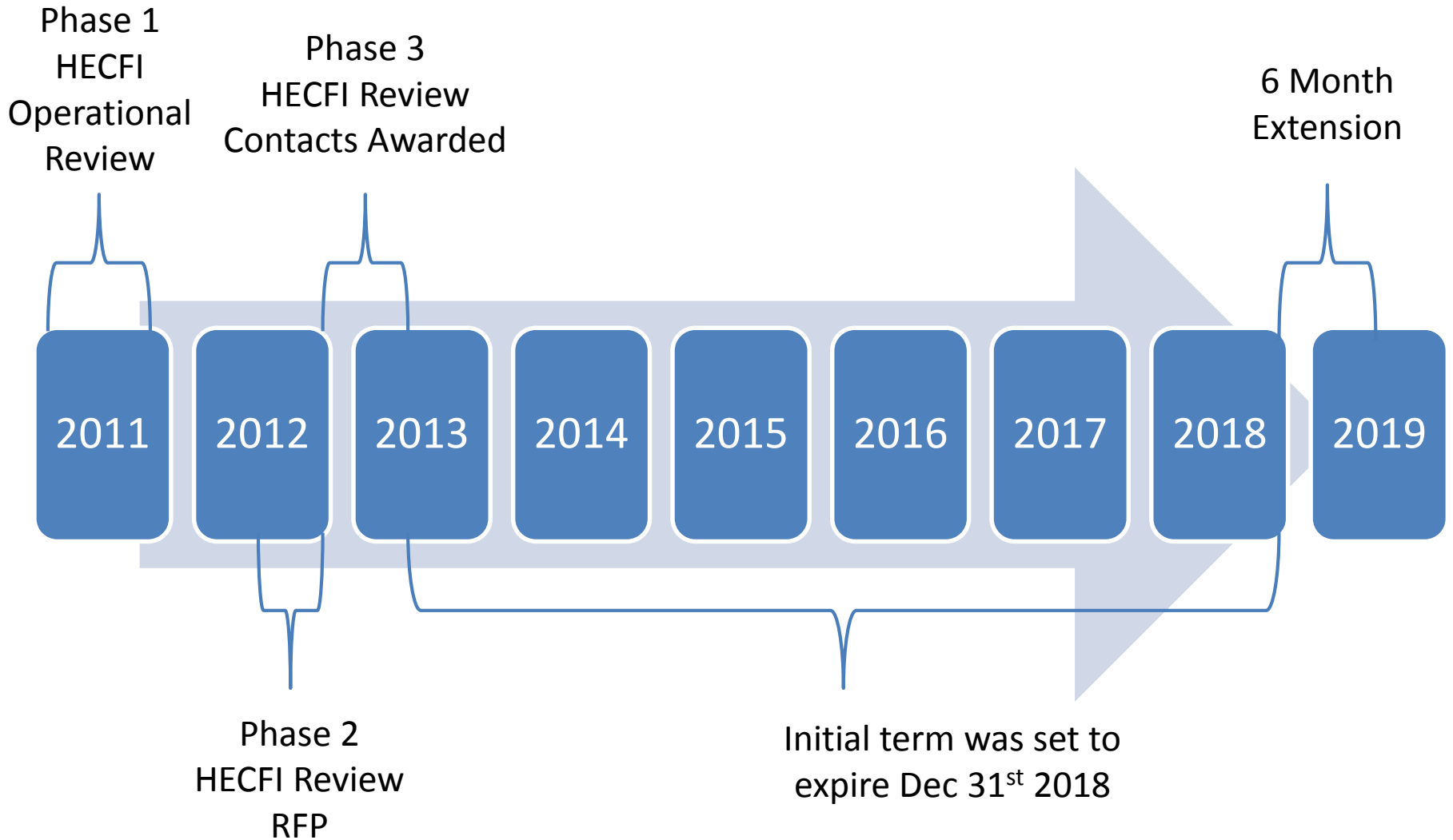
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9.2



CM18013(a) - Downtown Entertainment  
Asset Operating Agreements

# Historical Timeline





# Downtown Entertainment Assets

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## **First Ontario Centre (formerly Copps Coliseum)**

Capacity: 17,400 Hockey, 19,000 Concerts

Opened: 1985

Operated by **Global Spectrum** since March 2013

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## **First Ontario Concert Hall and Studio (formerly Hamilton Place)**

Capacity: Great Hall 2193, 500 Studio

Opened: 1973

Operated by **Global Spectrum** since March 2013

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## **Hamilton Convention Centre**

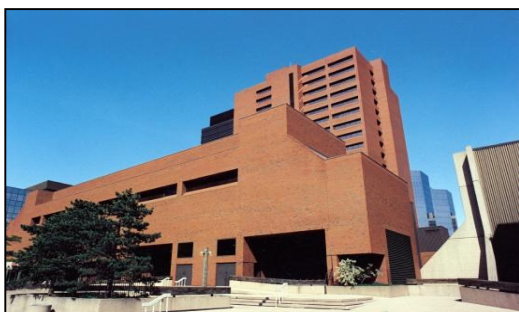
60,000 sq. ft. over 3 floors

Opened: 1981

Operated by **Carmen's Group** since March 2013

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# Downtown Entertainment Assets



- 5 year + 5 year deal
- Declining Subsidy

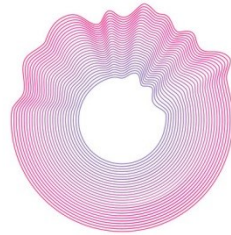


- 5 year + 5 year deal
- Flat subsidy + profit share





# First Term Overview



HAMILTON  
PHILHARMONIC  
ORCHESTRA



CCMA  
AWARDS

JUNO  
AWARDS 2015





# First Term Overview



HAMILTON THE SPECTATOR



HAMILTON



City of Hamilton @cityofhamilton

NBA Finals Game 2 viewing party at FirstOntario Centre in #HamOnt!  
#WeTheNorth



Hamilton Honey Badgers, Core Entertainment, CEBL and Toronto Raptors



**SPECTRA**  
BY COMCAST SPECTACOR

# First Term Overview



**\$4.65m**

In operating savings  
vs. HECFI model



**203**

Average number of  
events per year



**\$500k**

Capital  
contribution



**470k**

Average number of  
guests per year

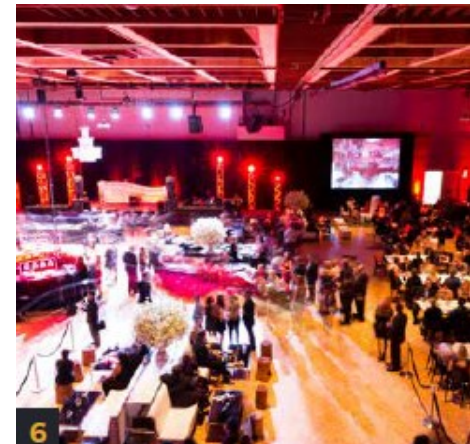
Agreement Year	Subsidy of Operating loss	Subsidy of Utility Cost	Total Net Operating Subsidy
2018	\$950,000	\$1,200,000	\$2,150,000
2017	\$1,300,000	\$1,200,000	\$2,500,000
2016	\$1,400,000	\$1,200,000	\$2,600,000
2015	\$1,400,000	\$1,200,000	\$2,600,000
2014	\$1,400,000	\$1,200,000	\$2,600,000
2013*	\$1,166,667	\$1,000,000	\$2,166,667
<b>Total</b>	<b>\$6,766,667</b>	<b>\$5,800,00</b>	<b>\$14,616,667</b>

\*From March 2013 until December 31<sup>st</sup> 2013

# First Term Overview



CARMEN'S GROUP



1 Dreamcatcher Foundation Gala 2 ConBravo! 3 CSAE Trillium Chapter Winter Summit  
4 JUNO Awards Industry Night 5 An Evening with Tony Bennett 6 TDL Group

# First Term Overview



# First Term Overview



 **\$4.7m**

In operating savings  
vs. HECFI model



**142**

Total events  
in 2018



**\$750k**

Capital  
contribution



**86k**

Total guests  
in 2018

Agreement Year	Subsidy of Operating loss	Less Carmen's Group Utility Contribution	Total Net Operating Subsidy/ (Contribution)
2018	\$0	(\$165,000)	(\$165,000)
2017	\$125,000	(\$145,000)	(\$20,000)
2016	\$200,000	(\$135,000)	\$65,000
2015	\$250,000	(\$115,000)	\$135,000
2014	\$344,000	(\$105,000)	\$239,000
2013*	\$650,000	(\$105,000)	\$545,000
<b>Total</b>	<b>\$1,569,000</b>	<b>(\$605,000)</b>	<b>\$964,000</b>

\*From March 2013 until December 31<sup>st</sup> 2013



# Overview of Staff Recommendation







# Global Spectrum Proposed Deal



Item:	Negotiated Terms:
Term:	<ul style="list-style-type: none"> <li>5 years + 6 month transition period commencing July 1, 2019 expiring December 31, 2024</li> </ul>
One Time Capital Contribution:	<ul style="list-style-type: none"> <li><b>Global Spectrum:</b> \$500k (upon signing)</li> <li><b>Compass Group Canada:</b> \$550k               <ul style="list-style-type: none"> <li>Year 1 - \$500,000</li> <li>Year 3 - \$50,000</li> </ul> </li> </ul> <p style="text-align: center;"><b>\$1,050,000 Total Capital Contributions</b></p>
Financial Terms:	<ul style="list-style-type: none"> <li>Baseline subsidy of \$1.4m unchanged</li> <li>\$350k Guaranteed management fee (reduced by <b>\$100k</b>)</li> <li><b>Incentive Model</b> - If performance is better than \$1.4m subsidy:               <ul style="list-style-type: none"> <li>City receives initial \$350k</li> <li>Next \$400k split 50/50</li> <li>Any further subsidy reduction split 60/40 in favour of the City.</li> </ul> </li> </ul>
Net Loss Contribution:	<ul style="list-style-type: none"> <li>Global Spectrum will contribute half of any “incentive income”, up to an annual maximum of \$200,000 per year, into a reserve account that would be drawn on in the event of future losses.</li> <li>Includes <u>any</u> losses that occur. Including losses as a result of disruption from LRT construction or the failure of critical capital components (ex. FirstOntario Centre’s brine-line).</li> </ul>

# Global Spectrum Proposed Deal

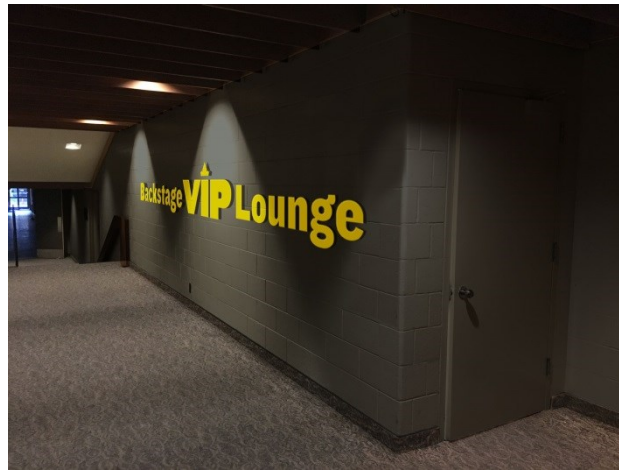
	Term 1: Actual	Term 2: Proposed	Better/Worse
Total Capital Contributions:	 <b>\$500k</b>	 <b>\$1.05m</b>	<b>+\$550k</b>
Annual Operating Subsidy:	 <b>\$1.290m</b> <i>2014-2018 5 Year Average</i>	 <b>\$1.06m</b> <i>Term 2 Forecast</i>	<b>+\$229k</b> <i>Per Year</i>

**\$1.146m** Forecasted Subsidy Reduction Over 5 Year Term

**\$1.374 m** Forecasted Subsidy Reduction Including Transition Years (2013, 2019)



# Global Spectrum Proposed Deal



# Carmen's Group Proposed Deal



CARMEN'S GROUP







Item:	Negotiated Terms:
Term:	<ul style="list-style-type: none"> <li>5 years + 6 month transition period commencing July 1, 2019 expiring December 31, 2024</li> </ul>
One Time Capital Contribution:	<ul style="list-style-type: none"> <li>Carmen's Group : <b>\$500k</b> In Capital Contributions               <ul style="list-style-type: none"> <li>Year 1 - \$300,000</li> <li>Year 2 -5 - \$50,000</li> </ul> </li> </ul>

Year	Operating Subsidy	Utility Contribution*	Net Operating Subsidy/(Contribution)
2019	\$0	\$0	\$0
2020	\$100,000	(\$25,000)	75,000
2021	\$0	(\$40,000)	(\$40,000)
2022	\$0	(\$50,000)	(\$50,000)
2023	\$0	(\$65,000)	(\$60,000)
2024	\$0	(\$82,500)	(\$82,500)
<b>Total</b>	<b>\$100,000</b>	<b>(\$262,500)</b>	<b>(\$162,500)</b>

\*If revenues exceed \$4,000,000 threshold, an additional utility contribution equal to 2% of sales will be provided to the City (less the utility guarantee).

# Carmen's Group Proposed Deal

	Term 1: Actual	Term 2: Proposed	Better/Worse
Total Capital Contributions:	 <b>\$750k</b>	 <b>\$500k</b>	<b>-\$250k</b>
Net Operating Subsidy/ (Contribution):	 <b>\$50.8k</b> <i>2014-2018 - 5 Year Average</i>	 <b>(\$32.5)</b> <i>Term 2 Proposed</i>	<b>+\$83.3k</b> <i>Per Year</i>

**\$416.5k** Forecasted Subsidy Reduction Over 5 Year Term

**\$961.5k** Forecasted Subsidy Reduction Including Transition Years (2013, 2019)



*Thank  
you*



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Tourism and Culture Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Funding for Site Operational Costs for Tesla Electric City Festival Partnered Event at Hamilton Museum of Steam and Technology (PED19110) (Ward 4)
<b>WARD(S) AFFECTED:</b>	Ward 4
<b>PREPARED BY:</b>	Richard Barlas (905) 546-2424 Ext. 5308
<b>SUBMITTED BY:</b>	Carrie Brooks-Joiner Acting Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

That the site operational costs of \$13,390 for the development and implementation of the Tesla Electric City Festival at the Hamilton Museum of Steam and Technology (HMST) be funded from the Economic Development Investment Fund (112221).

### EXECUTIVE SUMMARY

In 2019, the Nikola Tesla Education Corporation (NTEC) will hold the Tesla Electric City Festival at the Hamilton Museum of Steam and Technology (HMST). This event is well attended and has strong relevance to the mandate of the museum. It is a valuable addition to the museum's event calendar.

Events held by independent organizations at city-owned facilities and open spaces (such as HMST) are subject to Council-approved grounds use and/or facility fees.

At the February 20, 2019 General Issues Committee meeting it was approved:

That staff be directed to waive the fees, for the Nikola Tesla Educational Corporation's 2019 Electric City annual event at the Hamilton Museum of Steam and Technology.

The total net impact on the museum budget is estimated to be \$13,390.

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**SUBJECT: Funding for Site Operational Costs for Tesla Electric City Festival Partnered Event at Hamilton Museum of Steam and Technology (PED19110) (Ward 4)) - Page 2 of 4**

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In addition to the loss of revenue from the rental, unbudgeted expenses include: staff costs for the planning and administration of the event and material costs associated with additional security, marketing, and program materials needed for the event. These expenses are not part of HMST's 2019 events or marketing budgets.

Without rental fees and other revenues to offset costs, other programming and museum projects will need to be altered or deferred to meet budget requirements.

**Alternatives for Consideration – See Page 4**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The total estimate cost of the event (including staffing and other expenses, and waived fees) is \$13,390.

**Staffing:** N/A

**Legal:** N/A

**HISTORICAL BACKGROUND**

The NTEC has held the Tesla Electric City Festival since 2016. The Hamilton Museum of Steam and Technology will host the event for the second time in 2019. In 2018 and 2019, the Nikola Tesla Educational Corporation applied and received a waiver for all rental fees from City Council.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable

**RELEVANT CONSULTATION**

Business Administrator (PED), Financial Planning, Administration and Policy, Corporate Services Department

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

The museum does not directly develop or implement the Tesla Electric City Festival event. The NTEC owns the event and held it for two years at other venues before moving to HMST in 2018. This event was an unscheduled and unbudgeted event in 2018 and remains an unbudgeted event in 2019.

**SUBJECT: Funding for Site Operational Costs for Tesla Electric City Festival Partnered Event at Hamilton Museum of Steam and Technology (PED19110) (Ward 4)) - Page 3 of 4**

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This is a positive community event that is well received and attended. It closely parallels the museum's mandate to promote industrial history and scientific education. Museum staff support the event and will work closely with the NTEC to ensure it is a success.

Nevertheless, the event does impact on the museum. It is a large event that makes very intensive use of the grounds. Staff and material resources are needed to provide security for the site and visitors, to protect the heritage resources of the site and to participate in the event programming. Staff are involved in planning the event and securing the participation of museum partner community groups (Golden Horse Live Steamers, Hamilton Model Engineers, etc.). The staff also aid in site planning to ensure the event can be held safely at the museum and makes appropriate use of the grounds. This includes assistance with the Special Event Advisory Team (S.E.A.T.) application process. The museum would not incur these expenses if the event was not held at the facility.

The loss of revenue to offset the increase in staff, material and programming costs will result in a significant pressure on the museum's budget and would result in a reduction or deferment of other programming and operations.

HMST staff have developed a budget based on the 2018 experience with the Tesla Electric City Event.

Proposed Budget - Tesla Electric City Event

<b>Event Hosting</b>	
Waived fees for site rental for set up and clean up from event	\$900
Waived fees for day of event	\$385
Security Fence Rental	\$700
Overnight Security	\$285
<b>Event Staff</b>	
Tours, Parking, Orientation, Security, Maintenance, Cleaning	\$720
Event Supervision	\$750
<b>Planning</b>	
Salary, wage and benefits	\$3,000
<b>Marketing</b>	
Design print and digital ads	\$400
Implementation digital and print advertising	\$6,400

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**SUBJECT: Funding for Site Operational Costs for Tesla Electric City Festival Partnered Event at Hamilton Museum of Steam and Technology (PED19110) (Ward 4)) - Page 4 of 4**

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<b>Other</b>	
Transfer of Donation Revenue to Reserve	\$200
<b>Revenue</b>	
Gift Shop	-\$150
Donations	-\$200
<b>Total Net for Event</b>	<b>\$13,390</b>

### **ALTERNATIVES FOR CONSIDERATION**

Council could identify an alternate funding source.

### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

#### **Community Engagement and 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.

#### **Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

#### **Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

#### **Culture and Diversity**

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

### **APPENDICES AND SCHEDULES ATTACHED**

N/A

RB:ro



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 5, 2019
<b>SUBJECT/REPORT NO:</b>	Downtown Office Vacancy and Employment Survey (PED19112) (Wards 1, 2 and 3)
<b>WARD(S) AFFECTED:</b>	Wards 1, 2 and 3
<b>PREPARED BY:</b>	Julia Davis (905) 546-2424 Ext. 2632
<b>SUBMITTED BY:</b>	Glen Norton Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable.

## INFORMATION

The purpose of this Report is to provide Council with an update on the results of the 2018 Employment Survey, provide information on the Downtown Office Vacancy rate and the Downtown Commercial Vacancy Rate.

This Report summarizes the Employment Survey completed during the summer of 2018 in consultation with the Geographical Information Systems (GIS) Section and the Downtown Office Vacancy Survey completed in Q4 2018. The scope of the surveys includes the Downtown Hamilton Urban Growth Centre (UGC), which for the purposes of this review includes both sides of the boundary streets which are Queen Street to Victoria Avenue, Hunter Street to Cannon Street and also includes James Street North to the CN Railway and James Street South to Charlton Avenue. These surveys are conducted annually in conjunction with the Urban Hamilton Official Plan (UHOP) target of 250 persons and jobs per hectare (pjh) by 2031 and assess the effectiveness of Urban Renewal incentives and various Planning policies and plans in redeveloping the downtown and measuring employment and office vacancy. In 2018, the pjh measured 205 in the UGC, compared to 189 pjh in 2017.

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**SUBJECT: Downtown Office Vacancy and Employment Survey (PED19112)  
(Wards 1, 2 and 3) - Page 2 of 3**

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*Survey Area*



Employment Survey

Public consultation to complete the Employment Survey was conducted by the GIS team to 2,163 businesses and properties within the UGC. In 2018, the survey determined that there were 25,666 jobs within the UGC boundaries, an increase of 1.2%, 307 jobs, in employment since the 2017 survey. Within the survey results it was found that the tenure with the highest concentration was in full-time jobs (68.3%), followed by part-time (25.6%) and seasonal jobs (6.1%).

2018 Survey

<b>Tenure</b>	<b>Jobs</b>	<b>%</b>
Full-time	17,526	68.3%
Part-time	6,566	25.6%
Seasonal	1,574	6.1%
Total	25,666	100%

Appendix “A” to Report PED19112 – 2018 Downtown Urban Growth Centre Update identifies the number of jobs in each sector and the realized changes as well as an explanation of the trends being seen.

Downtown Office Vacancy Survey

The Urban Renewal Section also tracks vacancies within office buildings with a minimum of 5,000 sq. ft. of office space or greater in the Downtown UGC. In Q4 2018 when the survey was completed, there was 5,316,916 sq. ft. of office space available in the UGC, with 677,585 sq. ft. vacant. These results totalled a 12.7% office vacancy rate and a drop of 1% overall compared with 2017.

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**SUBJECT: Downtown Office Vacancy and Employment Survey (PED19112)  
(Wards 1, 2 and 3) - Page 3 of 3**

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Most of the large office towers continue to hold the highest vacant office space and contribute a significant proportion of vacancy rate in the Downtown UGC. Hypothetically, if these spaces were removed from the inventory, the office vacancy rate would be closer to 7%.

**Downtown Commercial Vacancies**

In addition to the number of jobs, the survey records the number of vacant and occupied commercial units and office suites in storefronts with direct access from the street. The overall visible commercial street front vacancy indicator in the UGC is 10.4% which is a slight increase over the 2017 results which showed a 10% vacancy. It is noted that the vacancy in some buildings in 2018 resulted from the restoration/renovation of the space and was only temporary. The percentage vacant can vary by location, but in general, we have seen fewer vacancies across the board.

The lower number of vacant commercial units and office suites in storefronts with direct access from the street generates a positive and vibrant street level, fostering increased activity and investment.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A"-2018 Urban Growth Centre Update

JD:dt

**Appendix “A” to Report PED19112**  
**Page 1 of 5**

## **2018 Downtown Urban Growth Centre Update**

On an annual basis, surveys are conducted within the Urban Growth Centre (UGC) to collect data in order to analyze trends and benchmark the City of Hamilton’s results with respect to employment, commercial vacancies and office vacancies.

For the purposes of this review, the survey area includes both sides of the boundary streets which are Queen Street to Victoria Avenue, Hunter Street to Cannon Street and also includes James Street North to the CN Railway and James Street South to Charlton Avenue.

### ***Survey Area***



### **Downtown Employment Survey**

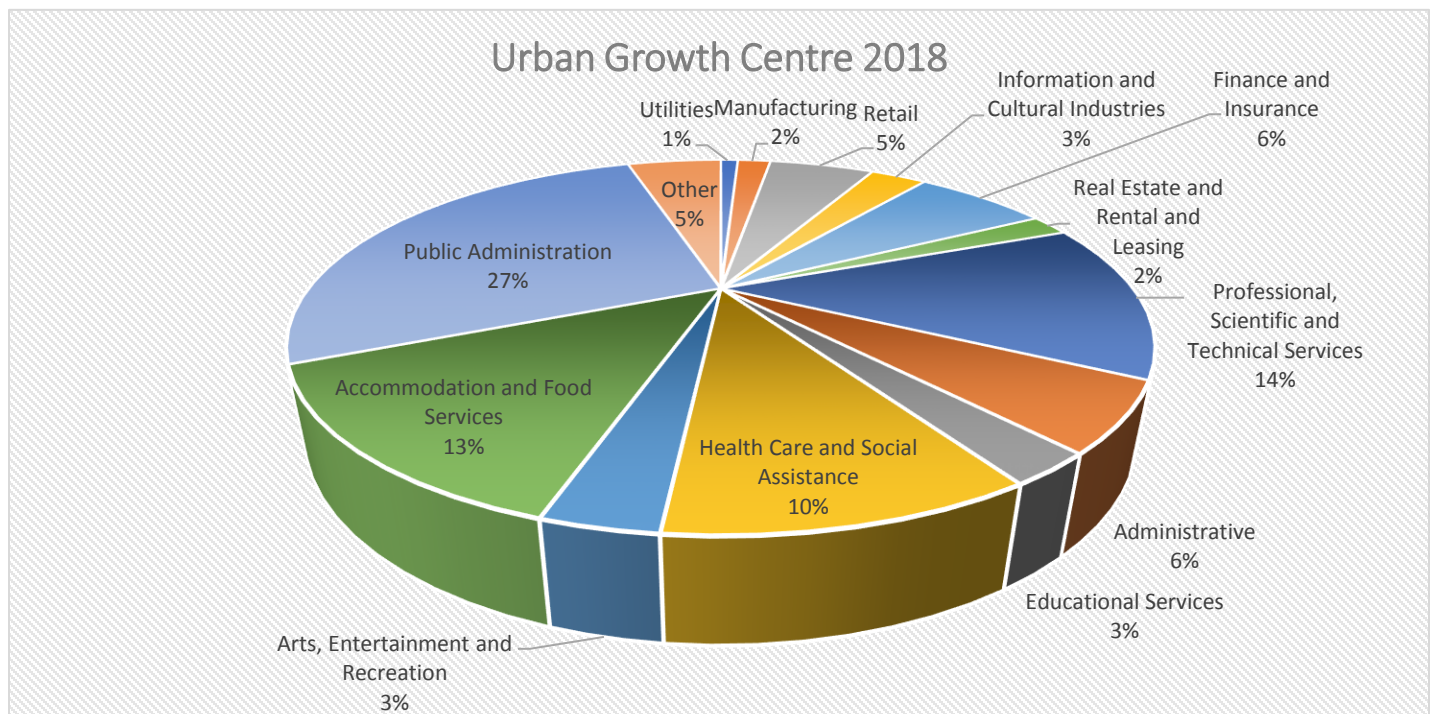
Annually, the Employment Survey is completed throughout the summer for all businesses within the UGC. In 2018, there were 2,163 businesses and properties canvassed resulting in 25,666 jobs within the UGC boundaries. The responses showed an increase in 307 jobs across all industries, a 1.2% increase over 2017’s survey.

**Appendix "A" to Report PED19112**  
**Page 2 of 5**

**Downtown Hamilton Urban Growth Centre Employment by Industry Classification**

NAICS	Type	2017	2018	Change 2017-2018
22	Utilities	220	221	+1
23	Construction	34	27	-7
31-33	Manufacturing	429	424	-5
41	Wholesale Trade	31	36	+5
44-45	Retail	1483	1343	-140
48-49	Transportation and Warehousing	115	108	-7
51	Information and Cultural Industries	748	712	-36
52	Finance and Insurance	1753	1669	-84
53	Real Estate and Rental and Leasing	479	482	+3
54	Professional, Scientific & Technical Services	3485	3448	-37
55	Management of Companies and Enterprises	9	0	-9
56	Administrative and Waste Management	1175	1472	+297
61	Educational Services	1031	665	-366
62	Health Care and Social Assistance	2683	2691	+8
71	Arts, Entertainment and Recreation	879	860	-19
72	Accommodation and Food Services	3464	3471	+7
81	Other Services (except public administration)	993	1209	+216
91	Public Administration	6348	6828	+480
	<b>Total</b>	<b>25,359</b>	<b>25,666</b>	<b>+307</b>

**2018 Urban Growth Centre Employment**





**Appendix “A” to Report PED19112**  
**Page 3 of 5**

Public Administration workers (Federal, Provincial and Municipal, including Police) continue to account for a little over one quarter of the jobs in Downtown Hamilton, which has witnessed a notable growth since 2017, of approximately 7.5%. We have seen an increase in this sector since 2016. As per the information provided, 480 jobs were added in a year which can be attributed primarily at the Federal level. The addition of part time employees at Federal institutions/offices within the downtown core accounts for 389 jobs and 80% of the total increase in jobs within this sector.

Accommodations and Food Services as well as Professional, Scientific and Technical Services sectors each account for 14% respectively of the total jobs downtown. Both of these sectors remained relatively steady in line with 2017 numbers.

Administration and Waste Management sector also saw a 25% increase in the number of jobs within this sector. This increase can almost all be attributed to the addition of full-time call centre positions within the downtown core.

A drop of 366 jobs was seen within the Education Services sector versus 2017. It was found that in the 2017 Employment Survey, one employer was double-counted resulting in a overstatement of 227 jobs. Staff have now corrected this and will be accurately reporting moving forward. Staff have noted that due to realignments within the public schools, staffing decreases in this sector have been shown. This is a trend that staff anticipate to see reflected in the 2019 employment survey as well.

The City recently completed a Finance Insurance Real Estate Sector Feasibility study that examined the current state of the sector. The results of the study will be shared at an upcoming Committee meeting and provide insight on this sector’s current employment and projections citywide. Although a slight decrease has been seen in the UGC, there is a rising trend of number of jobs in this sector across Hamilton.

In review of the data provided, it is seen that of the jobs added to within the UGC, 285 can be attributed to new businesses to the downtown. There have been fluctuations across various sectors as businesses shift but we are seeing growth and new, vibrant businesses locating in the downtown.

**Annual Totals**

<b>Year</b>	<b>Jobs</b>	<b>Increase</b>	<b>% Change</b>
2011	23,925	330	-----
2012	24,015	90	0.4%
2013	24,450	435	1.8%
2014	24,700	250	1.0%
2015	24,895	195	0.8%
2016	25,027	132	0.5%
2017	25,359	332	1.3%
2018	25,666	307	1.2%

**Appendix “A” to Report PED19112**  
**Page 4 of 5**

**Downtown Office Vacancy Survey**

As shown in the chart included below, the vacancy rate of Downtown Office space has been declining year over year since 2015.

*Downtown Urban Growth Centre Office Vacancy Year End 2018*

Year	Inventoried Space (sq. ft.)	Vacant Space (sq. ft.)	Vacancy Rate
2011	5,124,900	618,555	12.1%
2012	5,327,345	684,010	12.8%
2013	5,190,095	674,655	13.0%
2014	5,265,516	671,656	12.8%
2015	5,263,295	743,190	14.1%
2016	5,293,291	731,534	13.8%
2017	5,289,012	719,667	13.6%
2018	5,316,916	677,585	12.7%

Additional office space added nearly 28,000 sq. ft. to the available inventory from the 2017 survey to the 2018 survey. Properties such as 10 George Street added space to the inventory in 2018. With new mixed-use developments as well as renovations of existing spaces in the UGC, staff anticipate the amount of inventoried space will continue to increase year over year.

The Urban Renewal Section continues to offer The Office Tenancy Assistance Program (OTAP) and Commercial Property Improvement Grant Program (CPIGP) in the community downtowns including the Downtown UGC. The OTAP program provides a zero percent loan for leasehold improvements and has seen a noticeable increase in applications, with three received in 2018.

**Office Trends**

One increasing office trend includes the growth of flex office and co-working space, bringing unique spaces to the downtown office market. Regus, the world’s largest global coworking provider opened a 13,000-sq. ft. space occupying the entire fifth floor of 21 King Street West. There is a growing trend of employers offering co-working, working from home and hoteling options to their employees.

Heritage adaptive reuse projects (e.g. King James) continue to attract tech and creative professionals to the core. These brick and beam buildings are being renovated and updated to a higher class of office space.

2018 marked significant progress in the areas of marketing available office space in the core. Hamilton was featured in CBRE’s Canadian Tech Talent Report highlighting the City’s office opportunities for tech workers and employers. In addition, Collier’s International Market Reports are prominently featuring available Hamilton Class A Office

**Appendix “A” to Report PED19112**  
**Page 5 of 5**

spaces. In their Q4 – 2018 report, the gross rent for Class A space in Hamilton was \$26.21 which was lower compared to neighbouring communities; Burlington at \$31.31 and, Oakville at \$32.90.

**Downtown Commercial Vacancies**

In addition to the number of jobs, the survey records the number of vacant and occupied commercial units and office suites in storefronts with direct access from the street. The overall visible commercial street front vacancy indicator in the UGC is 10.4%, which is a slight increase in the vacancy rate from 2017, 10%. It is noted that the vacancy in some buildings in 2018 resulted from the restoration/renovation of the space and was only temporary. The percentage vacant can vary by location, but in general, we have seen a trend of fewer vacancies across the board.

The lower number of vacant commercial units and office suites in storefronts with direct access from the street generates a positive and vibrant street level, fostering increased activity and investment in the downtown core.

JD:dt



Hamilton

**CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW  
SUB-COMMITTEE  
REPORT 19-003**

**1:00 p.m.  
May 7, 2019  
Council Chambers  
Hamilton City Hall**

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**Present:** Councillors M. Pearson (Chair), N. Nann, and M. Wilson

**Absent  
with Regrets:** Councillor J.P. Danko - Personal

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**THE CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW SUB-COMMITTEE  
PRESENTS REPORT 19-003 AND RESPECTFULLY RECOMMENDS:**

- 1. Public Works - Capital Projects Status Report as of December 31, 2018 (FCS18077(b)) (City Wide) (Item 10.1)**
  - (a) That the Capital Projects Status Report, Public Works Tax Supported Projects, as of December 31, 2018, attached as Appendix "A" to Report FCS18077(b), be received; and,
  - (b) That the Capital Projects Status Report, Public Works Rate Supported Projects, as of December 31, 2018, attached as Appendix "B" to Report FCS18077(b), be received.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

There were no changes to the agenda.

The agenda for the May 7, 2019 Capital Projects Work-In-Progress Review Sub-Committee meeting was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) February 4, 2019 (Item 4.1)**

The Minutes of the February 4, 2019 meeting of the Capital Projects Work-In-Progress Review Sub-Committee meeting were approved, as presented.

**(d) ADJOURNMENT (Item 15)**

There being no further business, the Capital Projects Work-In-Progress Review Sub-Committee adjourned at 1:16 p.m.

Respectfully submitted,

Councillor Pearson, Chair  
Capital Projects Work-in-Progress  
Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



**GREATER BAY AREA SUB-COMMITTEE  
REPORT 19-001  
Friday May 10, 2019  
10:00 a.m.**

**Hamilton City Hall  
71 Main Street West, ON  
Council Chambers**

**Present:** Councillor L. Ferguson, City of Hamilton (Co-Chair)  
Councillor K. Galbraith, City of Burlington (Co-Chair)  
Mayor F. Eisenberger, City of Hamilton  
Mayor M. Meed Ward, City of Burlington  
Councillor R. Nisan, City of Burlington

**THE GREATER BAY AREA SUB-COMMITTEE PRESENTS REPORT 19-001 AND RESPECTFULLY RECOMMENDS:**

**1. ELECTION OF CO-CHAIRS (Item 1)**

**(Eisenberger/Meed Ward)**

- (a) That Councillor L. Ferguson be appointed as the City of Hamilton Co-Chair to the Greater Bay Area Sub-Committee for the 2018-2022 term; and,
- (b) That Councillor K. Galbraith be appointed as the City of Burlington Co-Chair to the Greater Bay Area Sub-Committee for the 2018-2022 term.

**2. GREATER BAY AREA TERMS OF REFERENCE REVIEW (Item 10.1)**

**(Nisan/Galbraith)**

That the Composition of the Greater Bay Area Sub-Committee as set out in the Greater Bay Area Sub-Committee Terms of Reference be amended as follows:

Both Mayor's from the City of Hamilton and City of Burlington  
Two members of Burlington City Council, ~~representing Wards bordering on Hamilton Harbour/Lake Ontario~~  
Two members of Hamilton City Council, ~~representing Wards bordering on Hamilton Harbour/Lake Ontario~~

**General Issues Committee – June 5, 2019**

**FOR INFORMATION:****(a) APPROVAL OF AGENDA (Item 2)**

Mayor Meed Ward requested Item 13.3, Municipal Natural Asset Initiative, be added to the agenda.

**(Eisenberger/Meed Ward)**

The agenda for the May 10, 2017 Greater Bay Area Sub-Committee, was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)****(i) May 10, 2017 (Item 4.1)****(Eisenberger/Galbraith)**

The minutes of the May 10, 2017 Greater Bay Area Sub-Committee meeting were approved as presented.

**(ii) Clerk's Report – November 21, 2017 (Item 4.2)****(Meed Ward/Galbraith)**

The Clerk's Report – November 21, 2017 was received, as presented.

**(d) DISCUSSION ITEMS (Item 10)****(i) Greater Bay Area Sub-Committee Terms of Reference Review (Item 10.1)****(Eisenberger/Meed Ward)**

The composition of the Greater Bay Area Sub-Committee as set out in the Greater Bay Area Sub-Committee Terms of Reference was amended as follows:

Both Mayor's from the City of Hamilton and City of Burlington  
Two members of Burlington City Council, representing Wards bordering on Hamilton Harbour/Lake Ontario  
Two members of Hamilton City Council, ~~representing Wards bordering on Hamilton Harbour/Lake Ontario~~

**(Eisenberger/Meed Ward)**

The vote on Item 10.1 to amend the Composition of the Greater Bay Area Sub-Committee as set out in the Greater Bay Area Terms of Reference, was reconsidered.

Refer to Item 2 for further disposition of this item.

**(ii) Climate Emergency (Item 10.2)**

The Committee discussed the recent Climate Change Emergency declarations by both the City of Hamilton and City of Burlington, noting that the two Municipalities had already begun working together on climate change initiatives through the Bay Area Climate Change Office at Mohawk College.

**(e) GENERAL INFORMATION/OTHER BUSINESS (Item 13)****(i) Update on Matters of Mutual Interest (as per the Committee's request)  
(Item 13.1)****(a) Hamilton Harbour**

No update was provided.

**(b) Port Authority**

The Committee heard that the Hamilton Port Authority will soon be merged, administratively, with the Oshawa Port Authority.

**(c) Royal Botanical Gardens**

Work between both Municipalities and the Royal Botanical Gardens is ongoing.

**(d) Cootes to Escarpment**

Members heard that updates on the ongoing work on the Cootes to Escarpment EcoPark System will be brought forward to both Councils in the coming months.

**(e) Randal Reef**

The Committee heard that the past budget challenges have been sorted out and the project is continuing at a good pace.



**(ii) Additional Updates on Matters of Mutual Interest**

- (a) Outcomes and Actions of the Greater Bay Area Sub-Committee

No information was provided.

- (b) Greater Bay Area Sub-Committee Advocacy with other Levels of Government

Mayor Meed Ward highlighted the benefits of the Greater Bay Area Sub-Committee as a way for both Cities to prepare joint advocacy strategies to various organizations and councils of other levels of government.

- (c) LaSalle Park

Mayor Eisenberger and Mayor Meed Ward agreed to discuss with their relative Councils the possibility of revisiting plans for LaSalle Park.

- (d) Canada's Innovation Corridor Summit/Other Forums

No information was provided.

- (e) Waterdown Road Construction

No information was provided.

- (f) Burlington Canal Lift Bridge

No information was provided.

- (g) Burlington Beach Regional Waterfront Park

No information was provided.

- (h) Impacts of the Legalization of Cannabis

The Committee agreed that the Municipalities' positions on the impacts of the legalization of Cannabis are similar and Hamilton will share communication sent to the Large Urban Mayor's Caucus of Ontario (LUMCO) regarding the regulations on the location of cannabis retail outlets.

- (i) Transportation

- (a) Emergency Division

No information was provided.

**Greater Bay Area Sub-Committee  
Report 19-001**

**May 10, 2019**

(b) Highway 6

No information was provided.

(c) York Road

No information was provided.

(d) King Road

No information was provided.

(e) Grindstone Creek Bridge

No information was provided.

(f) Bike Share Program

Hamilton staff will provide Burlington staff with contact information for the new company the City has contracted to operate Hamilton's bike share program as a first step in determining whether a joint bike share program would be desirable.

(g) Transit Opportunities

Members heard that the City of Hamilton has been working on the (Re)envisioning the HSR project, which is currently in the stages of conducting outreach activities with stakeholders. Among the initiatives under consideration are the possibility of increased connectivity. There is a lot of work that can be done to improve transit between Hamilton and Burlington. It was suggested that improved transit between Waterdown and the Aldershot and Burlington GO Stations should be considered a priority. An update on transit opportunities will be brought forward at the next meeting.

(h) Brant Street

No information was provided.

Members discussed the possibility of combining forces on transportation issues, including transit and procurement of vehicles, as well as on any number of large municipal purchases. A discussion about procurement of fleet vehicles will be brought forward to the next meeting.

**(Meed Ward/Galbraith)**

- (a) Items 13.1-13.2 were consolidated on a Matters of Mutual Interest List to be brought forward at future meetings as updates are available or as requested by the Greater Bay Area Sub-Committee; and,
- (b) The Agenda for the next meeting will include updates on Transit, Fleet Procurement, the Bike Share Program, and the Impact of Cannabis Legalization, as well as any other items determined by the City Managers and staff of both Municipalities, or the Co-Chairs of the Greater Bay Area Sub-Committee.

**(iii) Municipal Natural Assets Initiative (Added Item 13.3)**

Members heard that the City of Burlington would like to partner with Hamilton and others on a submission to the Municipal Natural Assets Initiative, which will provide funding for municipalities to map their natural assets, especially in greenbelt areas. Burlington staff will reach out to Hamilton staff with more information.

**(f) PRIVATE AND CONFIDENTIAL (Item 14)**

**(Meed Ward/Eisenberger)**

The Greater Bay Area Sub-Committee moved into Closed Session for Item 14.1, pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees.

**(i) Inter-City Opportunities (Added Item 14.1)**

Mayor Eisenberger provided the Committee with information on potential Inter-City collaborations.

**(g) ADJOURNMENT (Item 15)**

**(Eisenberger/Meed Ward)**

There being no further business, the Greater Bay Area Sub-Committee was adjourned at 11:51 a.m.

Respectfully submitted,

Councillor L.Ferguson, Co-Chair  
Greater Bay Area Sub-committee

**Greater Bay Area Sub-Committee  
Report 19-001**

**May 10, 2019**

Councillor K. Galbraith, Co-Chair  
Greater Bay Area Sub-committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk  
City of Hamilton



# Hamilton

## **BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE REPORT 19-005**

**8:00 a.m.**

**Tuesday, May 14, 2019**

**Rooms 192 & 193**

**Hamilton City Hall**

**71 Main Street West**

**Present:** Councillor Esther Pauls (Chair)  
Susan Pennie – Waterdown BIA  
Kerry Jarvi – Downtown Hamilton BIA  
Cristina Geissler – Concession Street BIA  
Rachel Braithwaite – Barton Village BIA  
Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA  
Bender Chug – Main West Esplanade BIA  
Lisa Anderson – Dundas BIA  
Susie Braithwaite – International Village BIA  
Jennifer Mattern – Ancaster BIA  
Heidi Vanderkwaak – Locke Street BIA

**Absent with  
Regrets:** Anne Marie Bergen – King West BIA  
Catherine Johnston – Ottawa Street BIA

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### **THE BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE PRESENTS REPORT 19-005 AND RESPECTFULLY RECOMMENDS:**

**1. International Village Business Improvement Area Expenditure Request  
(Item 11.1)**

That the expenditure request from the International Village Business Improvement Area in the amount of \$11,102.39 for spending on promotion of the Business Improvement Area, banners and marketing initiatives to be funded from the Shared Parking Revenue Program (Parking Revenue Account 815010-45559), be approved.

### **FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

The agenda for the May 14, 2019 Business Improvement Area Advisory Committee meeting was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) April 9, 2019 (Item 4.1)**

The April 9, 2019 Minutes of the Business Improvement Area Advisory Committee were approved, as presented.

**(d) STAFF PRESENTATIONS (Item 9)**

**(i) Retail Business Holiday Act (Item 9.1)**

Cindy Mutch, Senior Project Manager, Community Engagement, and John Ariyo, Manager, Community Initiatives, addressed the Committee respecting Retail Business Holiday Act, with the aid of a presentation.

The staff presentation respecting the Retail Business Holiday Act, was received.

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(ii) Digital Main Street Verbal Update (Item 9.2)**

Kristen Huigenbos, Co-ordinator at the Small Business Enterprise Centre & Jodi Laking, Business Development Officer, addressed the Committee respecting an update on the Digital Main Street, with the aid of a handout.

Kristen advised that any BIAs or individual members needing more information about the Digital Main Street Program can schedule an information session to find out more about the process or if they need help with their applications.

The staff update respecting the Digital Main Street, was received.

A copy of the handout is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(e) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**

**(i) Update from Karol Murillo, Senior Business Development Consultant (Item 13.1)**

Karol Murillo passed on thanks from Julia Davis to the BIA members and Board of Management members who attended the Governance training on April 16<sup>th</sup>. Julia has asked that any feedback about the training would be appreciated and can be emailed to her. If anyone would like Julia to attend one of their Board Meetings to assist or provide additional information on governance and proper meeting protocols she would be happy to help.

Karol had a few reminders and updates for the Committee:

- The Canadian Open is being held from June 3<sup>rd</sup> to 9<sup>th</sup> and questions specific to the event can be directed to SEAT or Tourism Hamilton;
- Newcomer Day will be June 14<sup>th</sup> at City Hall and last year over 1,000 people attended. If anyone would like to participate please let Julia know and she can connect you with the event organizers;
- There is a meeting scheduled for June 4<sup>th</sup> for the BIAs and BIA Board Chairs to meet with the Hamilton Municipal Parking System to discuss the Master Parking Plan being developed throughout this year. Please bring constructive feedback from your members and your boards with respect to parking in each of your jurisdictions. Please also bring recommendations and questions to this meeting. Please be sure to RSVP to Julia who will be attending so that accurate materials can be prepared;
- The 2019 Urban Design & Architecture Award submissions are due by 4:00pm on June 14<sup>th</sup>, 2019;
- In early June the second Levy installment and Contribution to Operating Budget will be paid out to the BIAs;
- Hamilton Fast 40 closes on May 17<sup>th</sup>, 2019. This is an annual business recognition program to identify and highlight Hamilton's fastest growing businesses and last year seven of the businesses were located in BIAs. More information on the program (along with the application) can be found at [www.investinhamilton.ca/key-industries](http://www.investinhamilton.ca/key-industries); and,
- The Tourism Hamilton Visitor Centre has asked that BIAs provide postcards, brochures, posters, etc. for the centre. Please connect with them to have those displayed for all visitors.

The verbal update from Karol Murillo, Senior Business Development Consultant, was received.

**(ii) Statements by Members (Item 13.2)**

BIA Members used this opportunity to discuss matters of general interest.

The updates from Committee Members, were received.

**(f) ADJOURNMENT (Item 15)**

There being no further business, the Business Improvement Area Advisory Committee adjourned at 9:27 a.m.

Respectfully submitted,

Councillor Esther Pauls  
Chair Business Improvement Area  
Advisory Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk





**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	April 17, 2019
<b>SUBJECT/REPORT NO:</b>	Navy League Licence Agreement-Barton Community Hub (PED19077) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	David McCullagh (905) 546-2424 Ext. 1647
<b>SUBMITTED BY:</b>	Glen Norton Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

Discussion of Confidential Appendix “B” – Business Terms and Conditions to Report PED19077 in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the *Ontario Municipal Act, 2001*:

- A proposed or pending acquisition or disposition of land for City purposes;

### RECOMMENDATION

- (a) That a Licence Agreement between the City of Hamilton (Licensor) and the Navy League of Canada (Licensee) for the use of a portion of the Barton Community Hub, as shown in Appendix “A” attached to Report PED19077 based substantially on the terms and conditions outlined in Confidential Appendix “B” attached to Report PED19077, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved;
- (b) That the General Manager, Planning and Economic Development Department or designate, acting on behalf of the City as Licensor, be authorized to provide any consents, approvals and notices related to the subject Licence Agreement herein outlined;
- (c) That the City Solicitor be authorized to revise, amend and waive terms of the License Agreement as she considers appropriate;

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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.

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

**SUBJECT: Navy League Licence Agreement-Barton Community Hub (PED19077)  
(Ward 2) - Page 2 of 5**

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- (d) That the Real Estate and Legal fees of \$1,500 be funded from Account No. 55778-790016 and credited to Account No. 45408-812036;
- (e) That the Mayor and Clerk be authorized and directed to execute the Licence Agreement and all other necessary associated documents, in a form satisfactory to the City Solicitor;
- (f) That Confidential Appendix “B” – Business Terms and Conditions to this Report PED19077 remain confidential until completion of the real estate transaction.

**EXECUTIVE SUMMARY**

The Navy League of Canada (“Navy League”) has, over the past decades, occupied and run its programs out of a City owned stand-alone building located on Pier 8. Over this same period, the Navy League benefited from an ongoing nominal value occupancy agreement that required the Navy League to cover the costs of utilities and maintenance.

In 2018, as part of its redevelopment of the Hamilton Waterfront, the City required the Navy League to vacate its location on Pier 8 for the demolition of the building.

The City assisted the Navy League in finding a new home within the newly constructed Barton-Tiffany Community Hub as located and depicted in Appendix “A” attached to Report PED19077 thus enabling the Navy League to continue to offer its community-based programming in Hamilton. Subsequently, the Navy League and City Real Estate staff, (in consultation with Facilities staff), has negotiated the terms of a nominal value Licence Agreement substantially on the terms and conditions outlined in Confidential Appendix “B” attached to Report PED19077 for the Navy League’s shared use of the Barton-Tiffany Community Hub. This Report PED19077 seeks approval of this Licence Agreement.

As this Report deals with the proposed disposition of City property by way of a Licence Agreement, it is appropriate that the business terms and conditions of the agreement be discussed in closed session pursuant to section 239(2) of the *Municipal Act*.

***Alternatives for Consideration – See Page 4***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: As outlined in Confidential Appendix “B” attached to Report PED19077. Fees payable outlined in Confidential Appendix “B” attached to Report PED19077 will be received into Account No. 46000-790016;

Real Estate and Legal fees of \$1,500 will be credited to Account No. 45408-812036.

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**SUBJECT: Navy League Licence Agreement-Barton Community Hub (PED19077)  
(Ward 2) - Page 3 of 5**

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Staffing: N/A

Legal: Legal Services will be required to assist in the preparation of the necessary documents required to complete this transaction.

## **HISTORICAL BACKGROUND**

The City is undertaking a major redevelopment of its waterfront, and in particular the area known as the West Harbour pursuant to the City's West Harbour (Setting Sail) Secondary Plan dated June 2012. This redevelopment has required the demolition of the building occupied by the Navy League on Pier 8 and thereby the Navy League having to give up and vacate the building.

Council at its meeting of July 14, 2017 in its approval of General Issues Committee Report 17-015, approved the West Harbour Subcommittee Report 17-002 - Funding for the Adaptive Re-Use of a portion of the Barton Street Works Facility for Public Use (Item 9.2). The adaptive re-use of that facility includes provision of space.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

This recommendation is consistent with the City's Real Estate Portfolio Management Strategy Plan as approved by City Council on November 24, 2004 and the Procedural By-law for the Sale of Land, By Law No. 14-204.

The programs offered by the Navy League and its use of space within the Barton-Tiffany Community Hub is consistent with the City's vision for the Barton-Tiffany neighbourhood and uses within the Barton-Tiffany Community Hub.

## **RELEVANT CONSULTATION**

- Planning and Economic Development Department, General Manager's Office, West Harbour Development Office;
- Corporate Services, Finance and Administration and Revenue Generation, Finance and Administration;
- Public Works Department, Energy Fleet and Facilities Management, Facility Planning and Business Support; and,
- Corporate Services, Legal and Risk Management Services, Legal Services.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Navy League was established in 1895 to promote an interest in Maritime Affairs throughout Canada. The Navy League has over the years developed its current community-based Cadet programming focusing on leadership, citizenship, discipline, and respect.

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**SUBJECT: Navy League Licence Agreement-Barton Community Hub (PED19077)  
(Ward 2) - Page 4 of 5**

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The Navy League, as a not-for-profit body, is not a military organization, or a program developed to train for naval or any military forces. While operating its programs throughout Canada, benefitting many young Canadians, the Navy League has maintained its program presence in Hamilton for a number of decades in a stand-alone building located on Pier 8.

The City of Hamilton, undertaking a major redevelopment of its waterfront, including the area known as Pier 8, required the Navy League to vacate and return the occupied stand-alone building back to the City of Hamilton for demolition.

Section A.6.3.5.2.6 of the Barton-Tiffany Urban Design Study and approval of Report PED14164 directed staff to pursue “The adaptive re-use of all or a portion of the Barton Street Works building for recreational or other public uses”. Upon completion, the new Barton-Tiffany Community Hub will provide space for the Navy League and allow it to continue offering its community-based programming in the City of Hamilton.

The recommendations in this Report PED19077 are consistent with the City’s vision for the Barton-Tiffany neighbourhood, uses within the Barton-Tiffany Community Hub and supportive of the ongoing work of the not-for-profit Navy League and its continued offering of community-based programs.

## **ALTERNATIVES FOR CONSIDERATION**

Failure to secure a suitable location for the Navy League as contemplated by the subject Licence Agreement, the Navy League will have to source another location in which to operate its community-based programming.

## **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

### **Community Engagement and 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.

### **Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

### **Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

### **Culture and Diversity**

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

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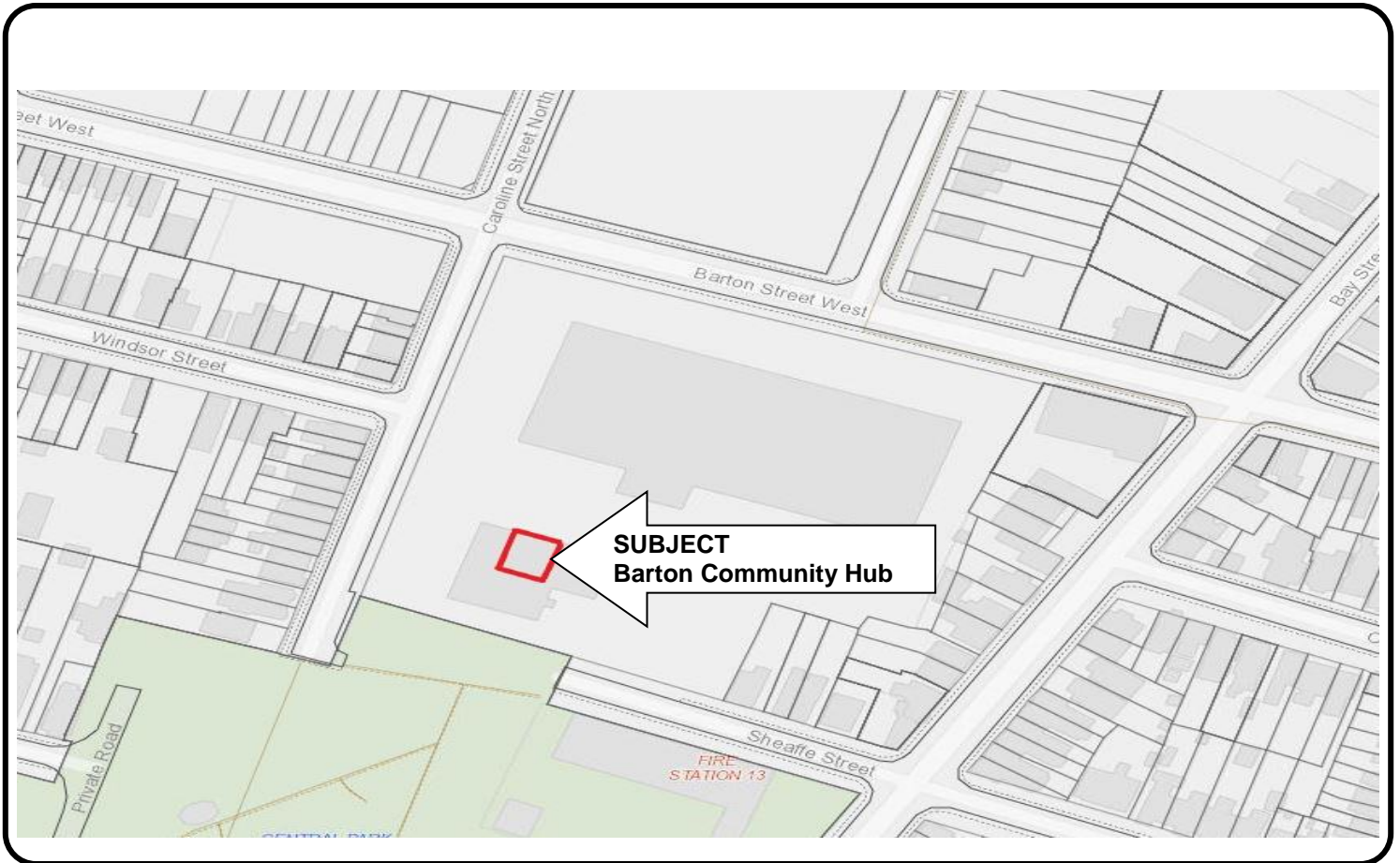
**SUBJECT: Navy League Licence Agreement-Barton Community Hub (PED19077)  
(Ward 2) - Page 5 of 5**

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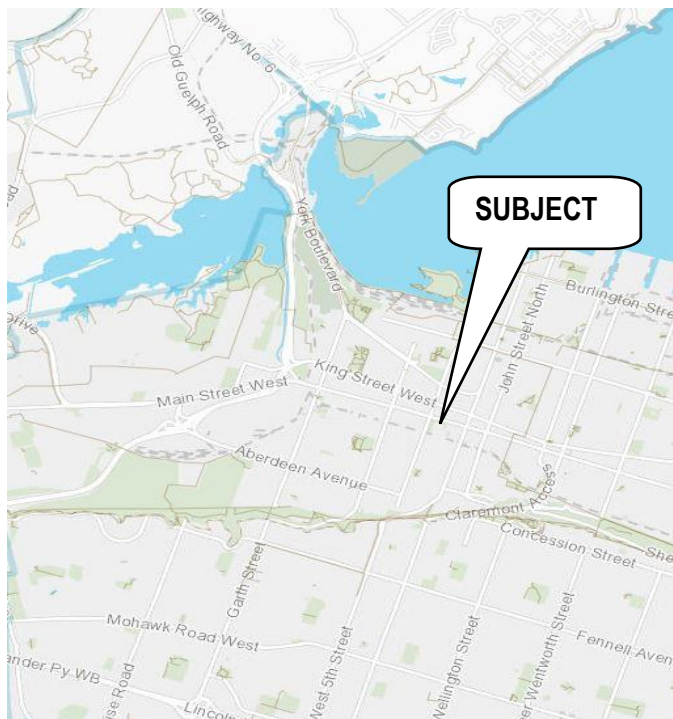
**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" – Location Plan and Key Map  
Confidential Appendix "B" – Business Terms and Conditions

DM/sd



### KEY MAP



### LOCATION PLAN

**BARTON COMMUNITY HUB  
NAVY LEAGUE OF CANADA  
125 BARTON STREET WEST, SOUTH BLDG  
(Ward 2)  
REAL ESTATE SECTION  
CITY OF HAMILTON**

### LEGEND



**SUBJECT LICENCED SPACE**

SCALE  
**NOT TO SCALE**

DATE  
**2019-05-22**

REFERENCE FILE NO: **2019-006**